

# CAMPAIGN PLANNING HANDBOOK Academic Year 2021



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## Introduction

The purpose of this document is to assist United States Army War College students during the Military Strategy and Campaigning (MSC) course. It also serves to assist commanders, planners, and other staff officers in combatant commands (CCMD), joint task forces (JTF), and service component commands. It supplements joint doctrine and contains elements of emerging doctrine as practiced globally by joint force commanders (JFCs). It portrays a way to apply draft doctrine awaiting signature, published doctrine, and emerging concepts, all at the higher levels of joint command, with a primary emphasis at the combatant command level.

Throughout history, leaders have developed military strategy and planned campaigns to synchronize efforts and sequence several related operations to achieve national security objectives. General George Washington planned the Campaign of 1781 to coordinate the actions of a French fleet, a French expeditionary army, and his “main army” to defeat the British forces at Yorktown. Lieutenant General Ulysses S. Grant planned simultaneous offensives by his subordinate commands against the Confederacy for the 1864 Campaign. During World War II, campaign planning became essential to coordinate the actions of joint and combined forces in all Allied theaters. In the Pacific Theater of War, General of the Army Douglas MacArthur issued his Strategic Plan for Operations in the Japanese Archipelago, DOWNFALL, in May 1945. In this 25-page document, MacArthur explained how the plan “...visualizes attainment of the assigned objectives by two (2) successive operations (OLYMPIC and CORONET).” The cover letter described this plan as a “general guide covering the larger phases of allocation of means and of coordination, both operational and logistic. It is not designed to restrict executing agencies in detailed development of their final plans of operation.”

In the wake of the publication of the 2018 National Defense Strategy and National Military Strategy, campaign planning has received renewed attention within the Department of Defense. As directed by the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, combatant commanders and subordinate commanders develop a comprehensive set of nested strategies and plans that must address global priorities while incorporating regional or functional strategies and campaign objectives which are supported by other specific plans like theater security cooperation, contingency, and posture plans. All of these are developed in a dynamic strategic environment characterized by ongoing operations and variable national guidance.

While joint and Service doctrine remain authoritative sources for planning, this handbook provides ideas and insights for those charged with developing theater strategies and campaign plans, whether as a coordinating authority or as a collaborator. **This handbook focuses at the combatant command and subordinate joint force command levels.** In some cases, where there are apparent differences between joint and Service doctrine, the handbook reconciles the differences where possible and focuses on “best practices” for theater commanders.



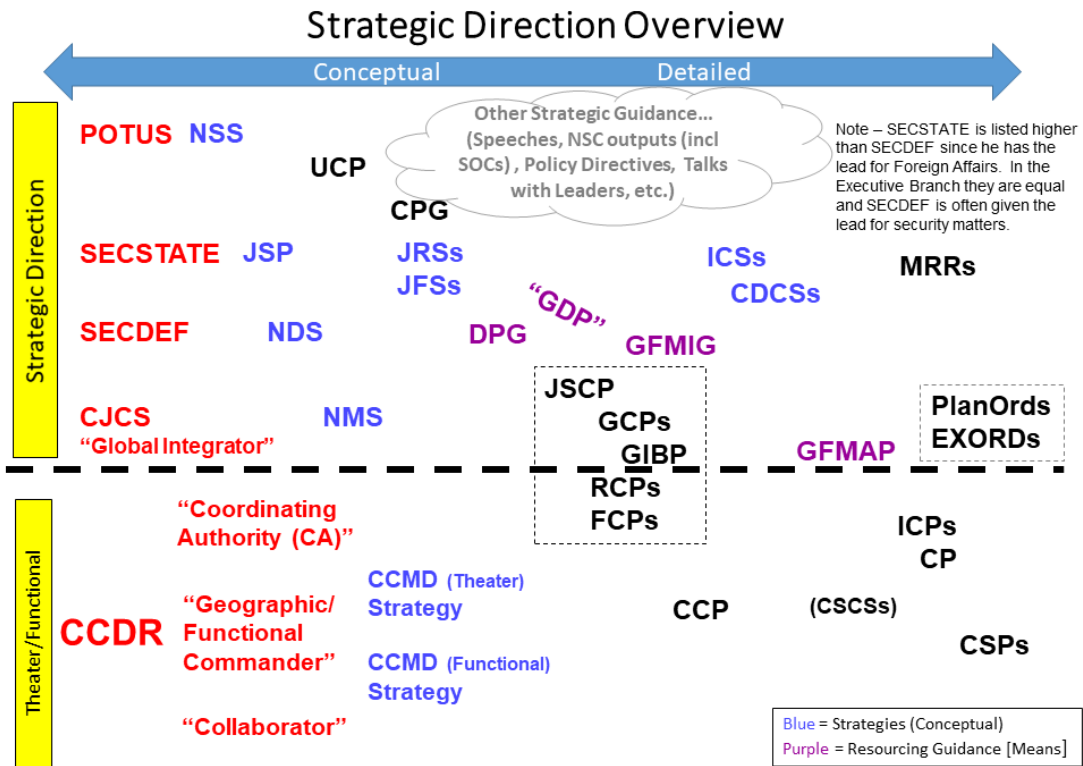
## CHAPTER 1: NATIONAL STRATEGIC DIRECTION AND GUIDANCE

**1. Strategic Direction.** Strategic direction is covered in Chapter II of JP 5-0. This chapter will summarize some elements of the current Draft of JP 5-0 that is awaiting signature.

**Strategic Direction.** The President, SecDef, and CJCS provide strategic direction by communicating broad objectives and issue-specific guidance to DOD. It provides the common thread that integrates and synchronizes the planning activities and operations of the JS, CCMDs, Services, joint forces, combat support agencies (CSAs), and other DOD agencies. It provides purpose and focus to the planning for employment of military force. Strategic direction identifies a desired military objective or end state, national-level planning assumptions, and national-level limitations. In addition to previously mentioned documents, additional strategic direction will emerge as orders or as part of the iterative plans dialogue. (Draft JP5-0, p. II-5)

The President, SecDef, and CJCS provide their orders, intent, strategy, direction, and guidance via **strategic direction** to the military to pursue national interests within legal and constitutional limitations. They generally communicate strategic direction to the military through written documents but may communicate by any means available. Strategic direction is contained in key documents, generally referred to as strategic guidance. Strategic direction may change rapidly in response to changing situations, whereas strategic guidance documents are typically updated cyclically and may not reflect the most current strategic direction. (Draft JP 5-0, p. II-1)

Figure 1-1 describes the hierarchy of Strategic Guidance Documents. It is similar to Figure II-1 within JP 5-0, but removes some of the documents that are less important to a CCDR and reorders the documents to show a “highest-to-lowest” structure (Y axis) and Conceptual [Goals] to Detailed [Specific plans] flow (X Axis).



**Figure 1-1: Strategic Direction**

Note 1 – For information on the “Global Integrator,” “Coordinating Authority,” and “Collaborator,” see Chapter 2.

CCDR – Combatant Commander  
CCMD Theater Strategy – Combatant Commander Theater Strategy (written by Geographic CCDRs)  
CCMD Functional Strategy – Combatant Commander Functional Strategy (written by Functional CCDRs)  
CCMD Campaign Plan – Combatant Campaign Plan (Classified document)  
CDCS – Country Development Cooperation Strategy [USAID]  
CJCS – Chairman of the Joint Chiefs of Staff  
CPG – Contingency Planning Guidance (includes former GEF) (Classified document)  
CSCS – Country Specific Security Cooperation Sections (Classified document)  
CSPs – Campaign Support Plans  
DPG – Defense Planning Guidance (Classified document)  
EXORD – Execution Order  
FCP – Functional Campaign Plans (developed by Coordinating Authorities) (Classified document)  
GCP – Global Campaign Plans (Enclosure C of JSCP) (Classified document)  
GDP – Global Defense Posture (Classified)  
GFMAP – Global Force Management Allocation Plan (Classified document)  
GFMIIG – Global Force Management Implementation Guidance (Classified document)  
GIBP – Globally Integrated Base Plan  
ICP – Integrated Contingency Plan (Classified document)  
ICS – Integrated Country Strategy [Dept of State]  
JSCP – Joint Strategic Campaign Plan (Classified document)  
JSP – Joint Strategic Plan [Dept of State and USAID]  
JRS – Joint Regional Strategies [Dept of State and USAID]  
JFS – Joint Functional Strategies [Dept of State]  
NDS – National Defense Strategy (Classified document)  
NMS – National Military Strategy (Classified document)  
NSS – National Security Strategy  
MRRs – Mission Resource Requests [Dept of State]  
PDs – Presidential Directives [currently titled National Security Presidential Memorandums]  
POTUS – President of the United States  
PlanOrd – Planning Order  
RCP – Regional Campaign Plans (developed by Coordinating Authorities) (Classified document)  
SECSTATE – Secretary of State  
SOCs – Summary of Conclusions [from NSC meetings]  
Subordinate Campaign Plans (Classified document)  
TDP – Theater Distribution Plan (Classified document)  
TPP – Theater Posture Plan (Classified document)  
UCP – Unified Command Plan



## **2. National-Level Strategic Guidance Documents. Listed per Figure 1-1 (left to right, top to bottom)**

**a. National Security Strategy (NSS)** The NSS is required annually by Title 50, USC, Section 3043. It is prepared by the Executive Branch of the USG for Congress and outlines the major national security concerns of the United States and how the administration plans to address them using all instruments of national power. The document is often purposely general in content, and its implementation by DOD relies on elaborating direction provided in supporting documents (e.g., the NDS and NMS). (Draft JP 5-0, p. II-3)

**b. Unified Command Plan (UCP)** The UCP, signed by the President, establishes CCMDs and responsibilities and missions of the CCDRs. The unified command structure identified in the UCP is flexible and changes as required to accommodate evolving US national security needs. Title 10, USC, Section 161, tasks the CJCS to conduct a review of the UCP “not less often than every two years” and submit recommended changes to the President through SecDef. This document provides broad guidance from which CCDRs and planners can derive tasks and missions during CCMD plan development and modification. (Draft JP 5-0, pp. II-4-5)

**c. Contingency Planning Guidance (CPG)** – The CPG contains detailed planning guidance from POTUS on specific contingency plans that CCDRs must fully develop.

**d. Presidential Directives (PD)** – Presidents often issue formal guidance on various security topics between updates to the NSS. Each administration typically publishes a directive on how the National Security Council will be organized to support their decision-making style. These directives have had different names under different administrations: National Security Directives (NSDs) under G. W. Bush; Presidential Policy Directives (PPDs) under Barack Obama; and National Security Presidential Memorandums by President Donald Trump.

**e. Summary of Conclusions (NSC SOC)** (Classified except on rare occasions) – Following National Security Council meetings (when POTUS is present), the NSC often produces a SOC which reviews the meeting and publishes any conclusions reached. This document is often used as guidance by CCDRs. Similarly, Principals Committees (PCs) and Deputies Committees (DCs) often publish Read Outs after their meetings. On occasion, those read outs are considered authoritative and included in the strategic direction that CCDRs use to formulate strategies and plans.

**f. Joint Strategic Plan (JSP) [Dept of State and USAID]** –The Dept of State and USAID develop the four-year joint strategic plan (e.g., *Joint*

*Strategic Plan FY [2018-2022]) as their primary strategy, to set forth the direction and priorities to implement US foreign policy and development assistance for the coming years. (Draft JP 5-0, p. II-4)*

**g. Joint Regional Strategies (JRS) [Dept of State and USAID]** –A joint regional strategy is a four-year regional strategy developed jointly by the regional bureaus of DOS and USAID. It articulates the priorities, goals, and areas of strategic focus within the region. Joint regional strategies also provide a flexible framework within which regional bureaus and missions prioritize desired objectives and military end states, identify supporting resources, and respond to unanticipated events. Where an end state is not feasible or attainable, for example when conducting long-term counter weapons of mass destruction or combating terrorism activities and operations, intermediate objectives may be used instead. (Draft JP 5-0, p. II-4)

**h. Joint Functional Strategies [Dept of State]** - A joint functional strategy is a three-year functional (e.g. countering violent extremism) strategy developed by a functional bureau of DOS (sometimes in conjunction with elements of USAID). It identifies the priorities, goals, and areas of strategic focus within a function or problem set. Joint functional strategies provide a forward-looking and flexible framework within which bureaus and missions prioritize desired end states, supporting resources, and response to unanticipated events within world-wide issues.

**i. Integrated Country Strategy (ICS) [Dept of State]** -An integrated country strategy is a four year, whole-of-government strategy developed by a US country team for a particular country. It articulates a common set of USG priorities and goals by setting the mission goals and objectives through a coordinated and collaborative planning effort. It provides the basis for the development of annual mission resource requests for DOS and USAID, as well as all USG security sector assistance. The chief of mission leads the development process and has final approval authority. (Draft JP 5-0, p. II-4)

**j. Country Development Cooperation Strategy (CDCS) [USAID]** - A country development cooperation strategy, typically a five-year strategy, defines a mission's chosen approach in a country, articulates the self-reliance trajectory, and details expected results. The country development cooperation strategy provides a road map for how USAID will design and implement projects and activities. It is used to inform dialogue with Congress and engage host nation (HN) partners and other stakeholders, including the private sector and civil society. (Draft JP 5-0, p. II-4)

k. **Mission Resourcing Request (MRR)** – This document is an Ambassador’s request for Department of State resources. It “operationalizes” all preceding Dept of State strategies by requesting the money and people needed to turn the Integrated Country Strategy (ICS) into reality.

### 3. DoD/Joint Staff Level Documents.

a. **National Defense Strategy (NDS)** – Congress mandated that the SECDEF write a NDS every four years. Although a classified document, an unclassified summary provides the essence of the strategy.

## Strategic Approach: Expand the Competitive Space

- **Build a More Lethal Force**
  - Establish a tailored and flexible nuclear deterrent, decisive conventional force, and irregular warfare as a core competency
  - Modernize key capabilities
  - Develop and implement innovative operational concepts
  - Ensure a lethal, agile, and resilient force posture and employment
  - Cultivate workforce talent through diversity and inclusion
- **Strengthen Alliances and Attract New Partners**
  - Uphold foundation of mutual respect, responsibility, and accountability
  - Expand regional consultative mechanisms and collaborative planning
  - Deepen interoperability and integrate defense strengths for deterrence
  - Shift burden sharing discussion to practical, constructive focus designed to optimize allied/partner constellation to achieve our strategic objectives
- **Reform the Department for Greater Performance & Affordability**
  - Deliver performance at speed of relevance
  - Drive budget discipline and affordability to achieve solvency
  - Streamline rapid, iterative approaches from development to fielding
  - Harness and protect the National Security Innovation Base

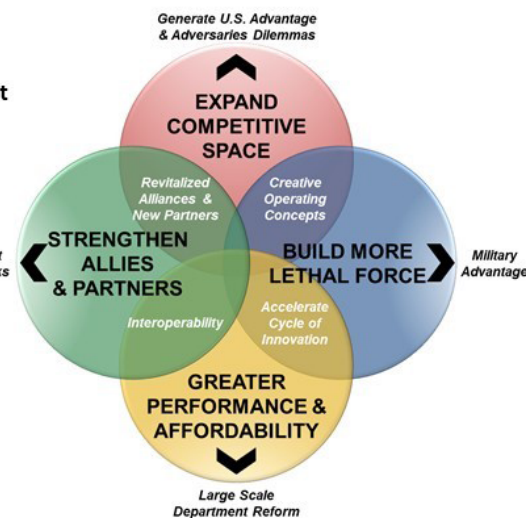
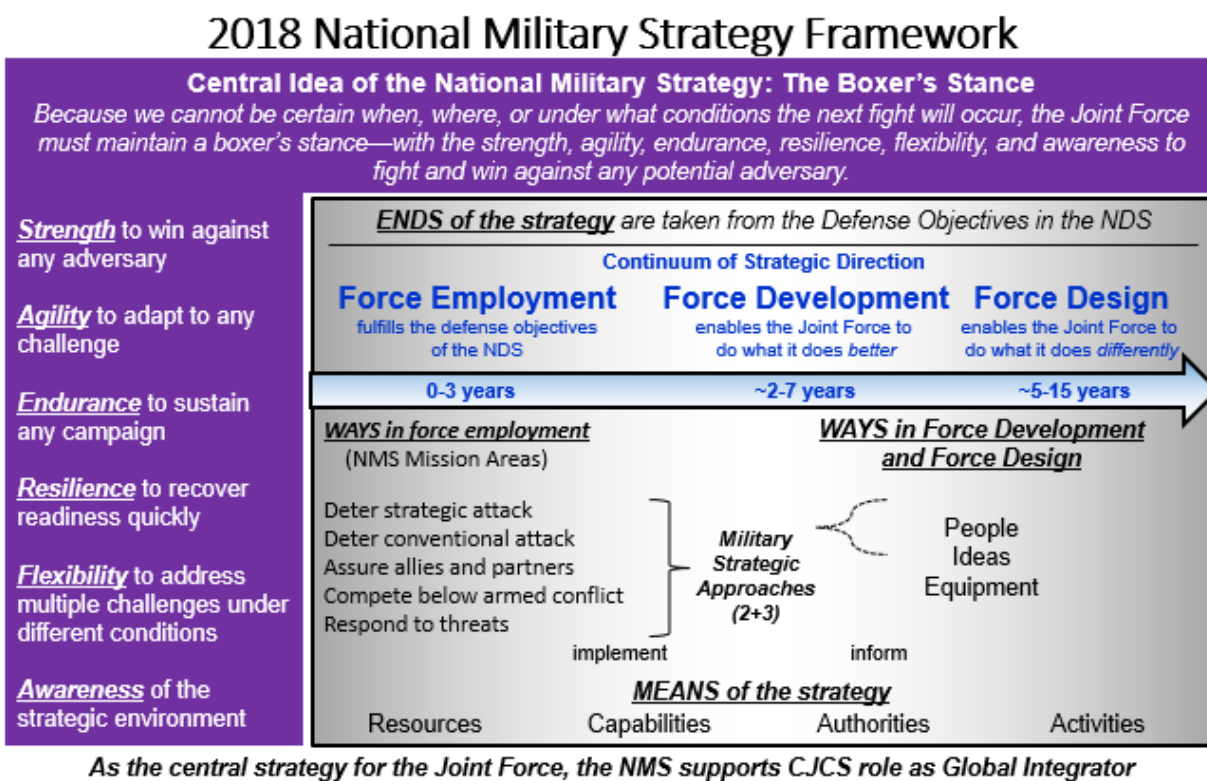


Figure 1-2: National Defense Strategy Strategic Approach, 2018

b. **Defense Planning Guidance (DPG)** (classified document) – This document is focused on force development. It provides direction to the Services on what capabilities to prioritize, guidance to the CCMDs on which Services will “own” which bases within their AOR, and guidance to the planning community on resource prioritization (e.g. budget, personnel, etc.). This document informs the GFMIG, GFMAP, TPPs, and TDPs.

c. **National Military Strategy (NMS)** (classified document) – As the principal military advisor to the President, SecDef, and other members of the NSC, the CJCS is responsible for strategic direction for the Armed Forces of the United States, strategic and contingency planning, global military integration, comprehensive joint readiness, joint capability development, and joint force development activities. In fulfilling the role related to strategic and contingency planning, the CJCS develops the NMS, nested within the NSS and NDS, to prioritize efforts related to global military integration and to address transregional, all-domain, and multifunctional threats. (Draft JP 5-0, p. II-2).



**Figure 1-3: National Military Strategy Framework**

The 2018 NMS (Figure 1-3), consistent with the Joint Strategic Planning System (page 12), is the way CJCS executes the NDS. It describes new trends in the strategic environment, including: the return of great power competition with others having global reach, the homeland no longer being a sanctuary, and every domain (land, air, sea, space, cyberspace) being contested by capable potential adversaries are the most important. The NMS calls for increased joint capabilities, integrated globally, and capable across all domains.

The document directs the Joint Force to be capable across five mission areas:

- Respond to threats
- Deter strategic attack (and proliferation of WMD)
- Deter conventional attack
- Assure allies and partners
- Compete below the level of armed conflict (with a military dimension)

The Joint Force will be employed using a concept of Dynamic Force Employment (DFE) which is intended to create and maintain a sufficient readiness level across the joint force for contingency operations including large scale combat, while providing the required day-to-day operations, activities, and investments necessary to shape the strategic environment. The NMS highlights the key role of allies and partners in contributing to world-wide common goals. Another facet of force employment is the exercise program that serves to sharpen U.S. joint and multinational force capability and capacities across all domains.

Force development and force design are directed by the Capstone Concept for Joint Operations (CCJO). This is the overarching framework that will ultimately drive the required investment in material and personnel to achieve and maintain competitive military advantage over time across the globe and across all domains.

#### **d. Global Force Management (GFM) and Dynamic Force Employment.**

(1) **Force Management.** The GFM process aligns force readiness, assignment, allocation, apportionment, and assessment methodologies in support of DOD's strategic direction. It provides DOD leadership with comprehensive insight into the global availability of forces, and the risk and impact of proposed forces changes. The Global Force Management Board serves as a guiding body that provides executive oversight, strategic focus, and direction for all aspects of GFM, which align force requirements with priorities set out in strategy, NMS mission areas, and JSCP objectives and tasks. As the JSCP guides development of the GCPs, FCPs, RCPs, and CCPs, joint force readiness is aligned against requirements in those plans and is further refined into GFM requirements. (Draft JP 1 vol.1, pp. I-5-6)

(2) **Force Employment.** Proposed in the NDS, terms such as "Contact, Blunt, and Surge" forces have not been memorialized in the emerging draft doctrine. Dynamic force employment creates flexible options for CCMDs to make sure units are ready to deploy when, where, and how they are needed. This process provides a much broader global perspective on global force employment. Based on a three-year timeframe, the joint force uses a combined arms approach to execute strategic plans through a global perspective to link strategy, campaigns, and operations across all domains and throughout multiple regions. The Integrated



Operations Division in the Joint Staff J-3 [Operations Directorate] manages this process, guided by the Global Force Management Implementation Guidance. (Draft JP 1 vol.1, pp. I-6)

Within the GFM process:

- SecDef uses directed readiness to prescribe the quantity of forces within specific windows to achieve strategic objectives within a fiscal year; Services use this readiness directive budgetary planning and programming purposes.
- SecDef assigns forces to CCDRs to meet UCP missions and other responsibilities.
- SecDef allocates forces to CCDRs to meet current operational requirements.
- CJCS apportions forces to CCDRs for planning.



## Global Force Management – The Three As

### Assignment – Service Secretaries assign forces to CCDRs per SECDEF direction

- Available for employment unless re-allocated to another CCDR (COCOM authority)
- SecDef direction in Assignment Tables: updated annually in GFMIG or Forces For Unified Commands Memorandum, “Forces For”
- JS J8 lead

### Allocation – forces transferred from the assigned CCDR (or Service) by SECDEF

- Command relationship specified (normally OPCON)
- In annual (FY) GFM Allocation Plan
- Available for employment during specified dates
- JS J3 lead

### Apportionment – quantities of forces “reasonably expected to be available” globally

- CJCS planning guidance; no C2 relationship
- Quantities, not units
- JS J8 lead

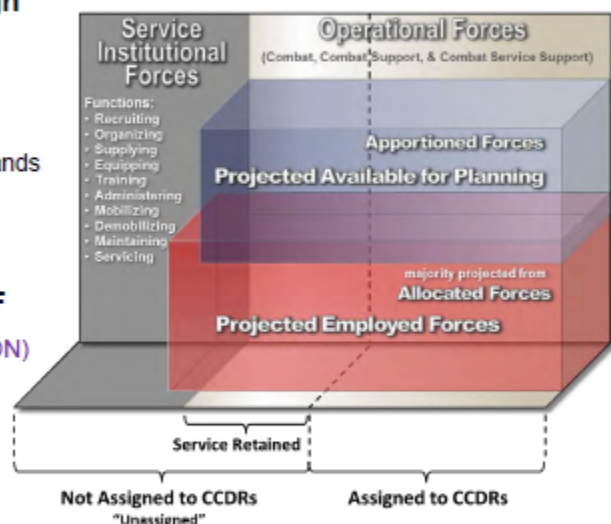


Figure 1-4: Assignment, Apportionment, Allocation, and Directed Readiness

(a) **Global Force Management Implementation Guidance (GFMIG)** (classified document) -The GFMIG integrates complementary policy and guidance on directed readiness, assignment, allocation, apportionment, and assessment into a single authoritative GFM document in support of DOD strategic guidance. It provides required procedures prescribed by SecDef in accordance with Title 10, USC, Section 162, to assign and allocate forces. These processes are applied within the force management and force planning constructs to better support resource-informed planning and enable the force to be dynamically employed, while allowing senior decision makers to quickly and accurately assess the impact and risk of proposed changes in force assignment, apportionment, and allocation. For detailed strategic guidance see the current GFMIG. (Draft JP 5-0, p. II-8)

(b) **Global Force Management Allocation Plan (GFMAP)** (classified document) - The GFMAP is a global DEPORD for all allocated forces. Force Providers deploy or prepare forces to deploy on a timeframe as directed in the GFMAP. (Draft JP 5-0, p. I-18)

Note 1 – For more on GFM, see Draft JP 5-0, Appendix D (Global Force Management)

**e. The Joint Strategic Planning System (JSPS)** – The 2017 National Defense Authorization Act (NDAA) directed the CJCS to perform six statutory functions:

- Providing strategic direction of the Armed Forces
- Conducting Strategic and Contingency Planning
- Assessing Comprehensive Joint Readiness
- Managing Joint Force Development
- Fostering Joint capability Development
- Advising on global military integration

As stated in the CJCSI 3100.01D, the JSPS is the primary method by which the Chairman fulfills his Title 10, U.S.C. responsibilities, maintains a global perspective, and provides military advice to the Secretary of Defense and the President. (See Figure 1-5)



# Joint Strategic Planning System

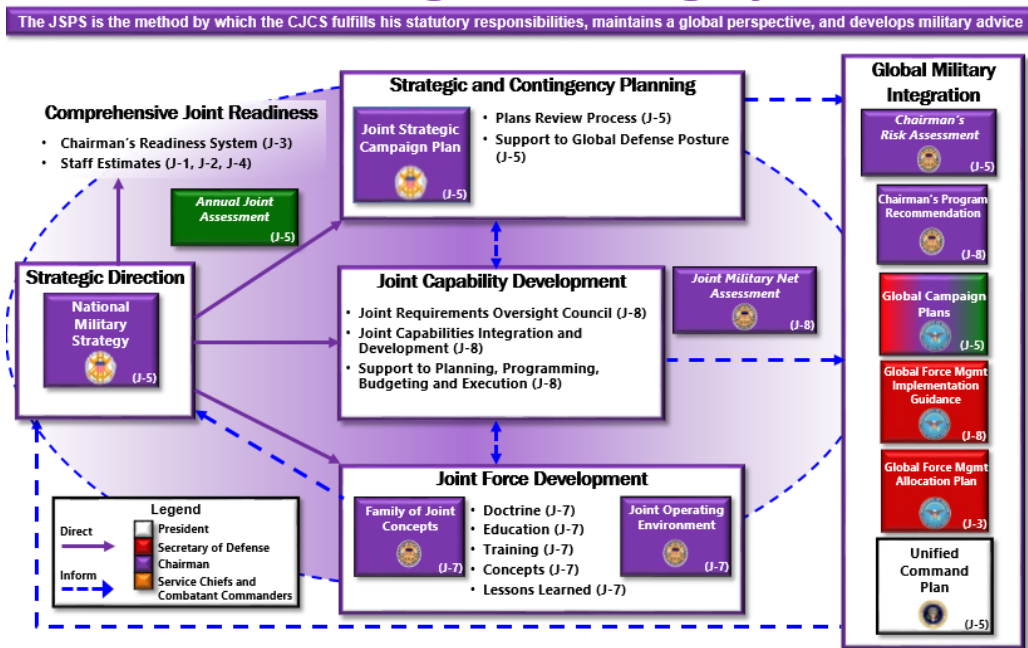


Figure 1-5: The Joint Strategic Planning System

The enclosures to the JSPS align the process to the six functions. The strategic direction function is largely accomplished by the National Military Strategy described above. The force employment part of global military integration is also described above. The strategic and contingency planning function is described below.

## (1) Strategic and Contingency Planning:

(a) Global Integrator - To enable cohesive Joint Force actions in time, space, and purpose, the Secretary of Defense has designated the Chairman as the **global integrator**. In his role as the global integrator, the Chairman determines which challenges require Global Campaign Plans (GCP). The GCP address the most pressing transregional and multi-functional strategic challenges across all domains. GCPs look across geographic and functional Combatant Commands seams. (CJCSI 3100.01D, *Joint Strategic Planning System (JSPS)*, 20 July 2018, p. C-2).

(b) Global Campaign Plans (GCPs) (classified documents) -GCPs globally integrate the activities of the Joint Force to campaign against the priority challenges. GCPs contain linkages to key contingency plans, identify responsibilities, define objectives, and

assign tasks. The CCDR with the preponderance of responsibility for a GCP generally serves as the coordinating Authority (CA). (CJCSI 3100.01D, *JSPS*, 20 July 2018, p. C-2)

(c) Globally Integrated Base Plan (GIBP) (classified documents) - recommend adjustments to the day-to-day priorities for all CCMDs in the event of a crisis or contingency. The JS develops GIBPs during readiness reviews, which examine the global implications of potential conflicts to the joint force's operations. GIBPs identify COAs for reassignment or reallocation of capabilities if conflicts arise. The GIBP also identifies Presidential or SecDef-level decisions required to execute the plan. These decisions include activation of the plan, reallocation of strategic forces, and retrograde options for capabilities no longer essential to the conflict response. (Draft JP 5-0, p. I-10)

(d) Coordinating Authority (CA) - Coordinating authority is the authority delegated to a commander or individual for coordinating specific functions and activities involving forces of two or more Military Departments, two or more joint force components, or two or more forces of the same Service (e.g., joint security coordinator exercises coordinating authority for joint security area operations among the component commanders), and may include USG departments and agencies and partner nations (e.g., as part of security cooperation planning). To fulfill the requirements of global integration, the global integrator may also designate individuals as a coordinating authority. In this context, a coordinating authority is generally a CCDR with the preponderance of responsibility for developing plans in support of a GCP and associated contingencies, but who does not receive additional command authority or authority to compel agreement beyond that already assigned in the UCP. Coordinating authorities convene collaborative forums to perform three functions: planning, assessing, and recommending changes to plans. (Draft JP 5-0, p. II-11-12) **See Figure 1-6.**

## Coordinating Authority: Responsibilities

- **Leads Problem Set Plans Development:** designated expert when representing problem set to OSD/Joint Staff (planning, resourcing, synchronization, transition to contingency).
- **Authority to Convene:** convenes meetings as required to plan, synchronize, and assess.
- **Recommendations:** recommends changes in the plan and resourcing.
- **Assessments:** Integrates the assessments of CCMDs, CSAs, and Services; emphasizing or deemphasizing areas based on the broader campaign needs.
- **Prioritization:** sets priorities of all tasks/objectives in the plan.
- **Risk:** Assesses risk and mitigation for all tasks/objectives.
- **Compels Integrated Support Plans:** compels support plans from planning collaborators IAW JSCP assignment
- **Global Integration Activities:** nominates strategic objectives, leads planning to synchronize campaign activities across CCMDs, CSAs, and Services.
- **Transition to Contingency:** defines decision support templates and aligns campaign resources to support Integrated Contingency Plans

### Figure 1-6: Coordinating Authority

(e) Cross-Functional Teams - Global integration requires information from across functions, domains, regions, and processes. To assist in the execution of the NMS and JSCP, the Chairman employs cross-functional teams (CFTs) to facilitate shared understanding and support the development of military advice. CFTs consist of Joint Staff functional and regional experts as well as representatives from Combatant Commands, the Office of the Secretary of Defense (OSD), and other U.S. government departments and agencies. They might also include gender and cultural experts. CFTs support globally integrated planning by contributing to NMS annexes on priority challenges and by maintaining the GCPs (in coordination with Combatant Commands). During a crisis or contingency, the CFTs may assist in developing a shared understanding of the strategic environment. (CJCSI 3100.01D, *JSPS*, 20 July 2018, p. C-3)

(f) Collaborator - A Joint Force organization assigned formally in the JSCP to support integrated planning for a GCP. The collaborator works with the CA to develop and assess the viability of globally integrated plans. (CJCSI 3100.01D, *JSPS*, 20 July 2018, p. C-2)

f. **Joint Strategic Campaign Plan (JSCP)** (classified document) - The JSCP provides CJCS strategic guidance as the execution document to implement strategic guidance from the President and SecDef. The

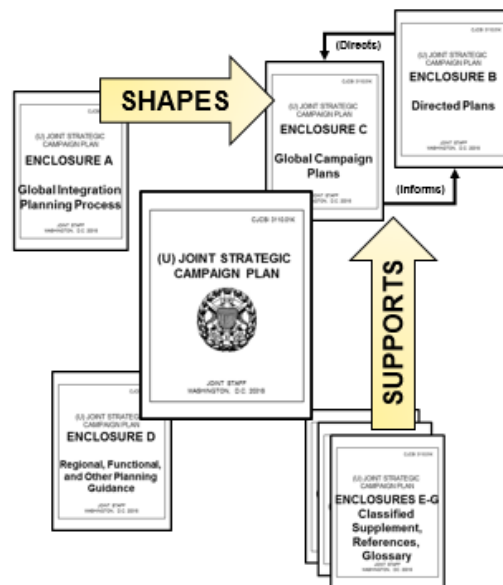
JSCP provides measurable intermediate objectives and guidance for CCMDs, Services, and CSAs focused on planning and employing the joint force at current resource levels. The JSCP fulfills the CJCS's Title 10, USC, requirement for the preparation of a strategic framework and strategic plans; providing for the preparation of contingency plans; and the relationship between strategy and the GCPs, CCPs, other campaign and contingency plans, and operations. (Draft JP 5-0, p. D-4)

The JSCP is a five-year global strategic plan (reviewed every two years). The JSCP establishes a common set of processes, products, priorities, roles and responsibilities to integrate the Joint Force's global operations, activities, and investments from day-to-day campaigning to contingencies. It directs campaign, contingency, and support plans. The JSCP provides the Global Campaign Plans (GCPs) and directs Regional Campaign Plans (RCPs), Functional Campaign Plans (FCPs), and Combatant Command Campaign Plans (CCPs). (CJCSI 3100.01D, *JSPS*, 20 July 2018, C-1)

## Joint Strategic Campaign Plan (JSCP)

CJCSI 3110.01K Joint Strategic Campaign Plan.  
A 5-year global strategic plan that supports the National Military Strategy and reinforces the Title 10 U.S.C. §153 responsibilities of the Chairman and serves as the primary document to execute these responsibilities; and

- Includes strategic guidance and direction required to develop campaign & contingency plans across the Joint Force;
- Directs Global, Regional, and Functional Campaign plans;
- Organizes trans-regional, problem set-focused campaign activities to mitigate constraints caused by command authority limitations and unified command boundaries; uses mission areas to organize within and across plans; and
- Codifies roles of the Global Integrator and Coordinating Authorities, defining responsibilities for coordination of planning and activities across plans and boundaries, respectively



**Figure 1-7: Joint Strategic Campaign Plan**

**g. Global Defense Posture** - A key consideration of GCP and plan reviews is global defense posture. Foreign posture is the fundamental enabler of Joint Force activities. GCPs foster an integrated approach to requirements, trade-offs, and risk across three interdependent

posture elements: forces, footprints, and agreements. The Director for Strategy, Plans, and Policy, J-5, is the lead directorate for posture issues. In that role, the directorate coordinates closely with the J-3, J-4, and J-8 on global defense posture issues, such as force management and prepositioned equipment, and introduces posture recommendations to the Department of Defense's senior body overseeing global defense posture, the Global Posture Executive Council. The primary Joint Staff forum for reviewing posture issues and recommendations is the Operations Deputies Tank. As required, posture issues and recommendations are elevated for consideration in a Joint Chiefs of Staff Tank. (CJCSI 3100.01D, *JSPS*, 20 July 2018, C-3)

#### 4. Theater Level Documents.

The JSCP provides Global Campaign Plans (GCPs), Globally Integrated Base Plans (GIBP), and directs three other types of campaign plans:

- a. Regional Campaign Plans (RCPs)
- b. Functional Campaign Plans (FCPs)
- c. Combatant Command Campaign Plans (CCPs)

**a. Regional Campaign Plans (RCPs) (classified document)** Regional planning guidance addresses regional threats or challenges that require coordination across multiple CCMDs. Generally, issues that require RCPs are not as significant a threat to US interests as GCPs, but require attention to ensure they do not devolve into a more significant crisis. If necessary, SecDef, through the CJCS, could direct a RCP with a designated coordinating authority. (Draft JP 5-0, p. I-9)

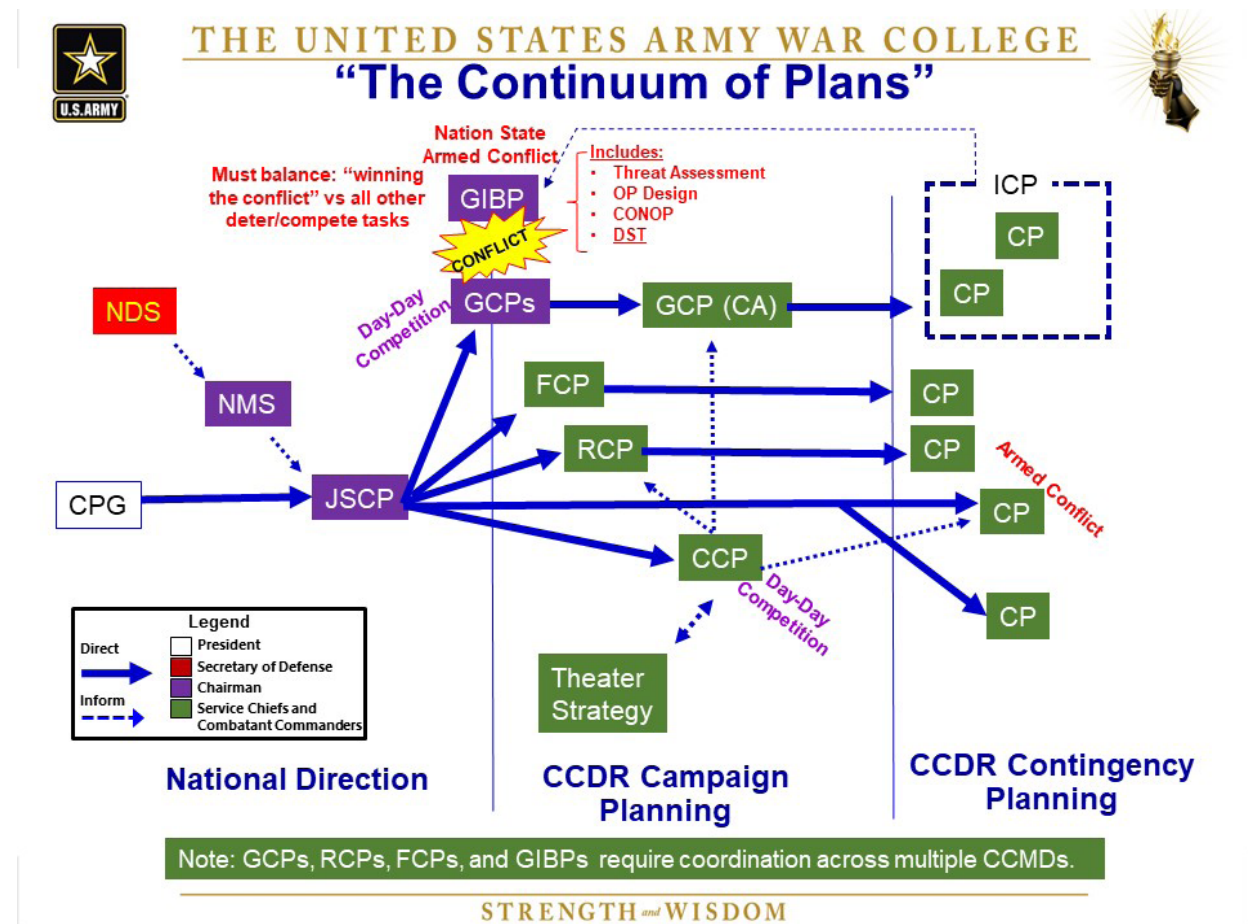
**b. Functional Campaign Plans (FCPs) (classified document)** FCPs address functional threats or challenges that are not geographically constrained and require coordination across multiple CCMDs. (Draft JP 5-0, p. I-9)

**c. Combatant Command Campaign Plan (CCP)** CCPs are the centerpiece of the CCMDs' planning construct and operationalize CCMD strategies. CCPs incorporate intermediate objectives and tasks assigned to the CCMD from the GCPs, RCPs, and FCPs within their geographic AOR or functional area. They link support and contingency plans; set priorities and identify risks in requirements placed on the CCMD. CCPs focus the command's day-to-day activities, which include ongoing operations and military engagement, including security cooperation, exercises, deterrence, and other shaping or preventive activities. CCPs

organize and align operations, activities, and investments with resources to achieve the CCMD's objectives and complement related USG efforts in the theater or functional areas.

CCDRs identify the resources assigned and allocated to the CCMDs, prioritize objectives, and commit those resources to shape the OE and support the national strategic objectives.

CCDRs evaluate the commitment of resources and make recommendations to civilian leadership on future resources and national efforts associated with executing the command's missions. (Draft JP 5-0, p. I-9)



**Figure 1-8: Continuum of Plans (Army War College)**

d. **Integrated Contingency Plans (ICP)** (classified document) - The JSCP directs contingency planning consistent with the CPG. It expands on the CPG with specific objectives, tasks and linkages between campaign and contingency plans (CJCSI 3100.01D, *JSPS*, 20 July 2018, C-2). An **integrated contingency plan** coordinates the activities of mul-



multiple CCMDs in time and space to respond to a single contingency that spans CCMD geographic boundaries or functional responsibilities. Designated coordinating authorities lead planning and assessments across CCMDs and provide recommendations to the CJCS for specific problem sets or missions. (Draft JP 5-0, p. I-10) Note - See Chapter 5 of this document for more details on problem sets that are grouped together into an Integrated Contingency Plan (ICP). ICPs are directly related to GCPs, RCPs, and FCPs. When threats emerge, crises occur, or escalation warrants, a GCP, RCP, or FCP will transition into a contingency plan for execution.

**e. Theater Strategy.** An overarching set of ideas outlining a combatant commander's vision for using military power with the other instruments of national power to achieve strategic objectives. (Upon the approval of Draft JP 3.0, p. 333, this definition will be incorporated into the DoD Dictionary)

Combatant commanders develop theater/functional strategies. Unlike their CCMD campaign plans, these strategies are not tasked by national leadership. Rather, they are descriptions of theater or function area challenges and opportunities with aspirational descriptions of how the combatant command intends to respond. CCMD strategies are a valuable tool for the CCDR to provide vision, purpose, and priorities to a wide audience. These strategies can be classified or unclassified. If classified, an unclassified version is desirable as a strategic communication vehicle. See Chapter 5 of this document for more details.

**f. Country Specific Security Cooperation Plans (CSCS).** Part of the CCP, CCDRs may prepare security cooperation plans if significant resources are to be dedicated to improve target countries' national security capability. CCDRs may also create regional security cooperation plans. These will be created in close cooperation with interagency and intergovernmental partners. (Previously identified as Country Specific Security Cooperation Sections, the CSCS acronym has been carried over into the new JP 5-0.) (Draft JP 5-0, p. V-14)

## **5. CCDR Dialogue with National Leaders (Military Options, COAs, and Planning).**

a. A major responsibility of the CCDR is to assist the CJCS in advising the President and SecDef on the use of military power to achieve national objectives. Civilian leaders often ask for military options to help them visualize "the art of the possible" during the development of policy objectives, and CCDRs often discuss military options to help map out the policy boundaries that inform planning. These dialogues play out along a spectrum from the conceptual to the detailed. Civilian and military actors use various terms to describe similar types of advice, and terms are often used dissimilarly by different actors. The United States Army War College attempts to align its lexicon with concepts found in JP 5-0, such that:



- Conceptual discussions most often lead to “Military Options,” while detailed discussions most often lead to “Courses of Action (COAs).” (Figure 1-10)
- “Options” often produce multiple potential mission statements, while COAs all develop from one mission statement.

<u>Option or Course of Action</u>	
<u>Option</u>	<u>COA</u>
<ul style="list-style-type: none"> <li>• Possibly different assumptions</li> <li>• Scenario-driven</li> <li>• Possibly different termination criteria</li> <li>• <b>Each option might lead to a different CCMD mission</b></li> <li>• Different military objectives</li> <li>• May be expressed in relationship of M to other elements of power (DI&amp;E)</li> <li>• "Branch planning up front" leads to different mission statement</li> </ul>	<ul style="list-style-type: none"> <li>• Common assumptions</li> <li>• Single scenario</li> <li>• Common termination criteria</li> <li>• <b>Common mission statement for all COAs</b></li> <li>• Common military objectives</li> <li>• Expressed as how to apply M ICW DI&amp;E</li> <li>• Will have branches to deal with different assumptions, but same mission</li> </ul>

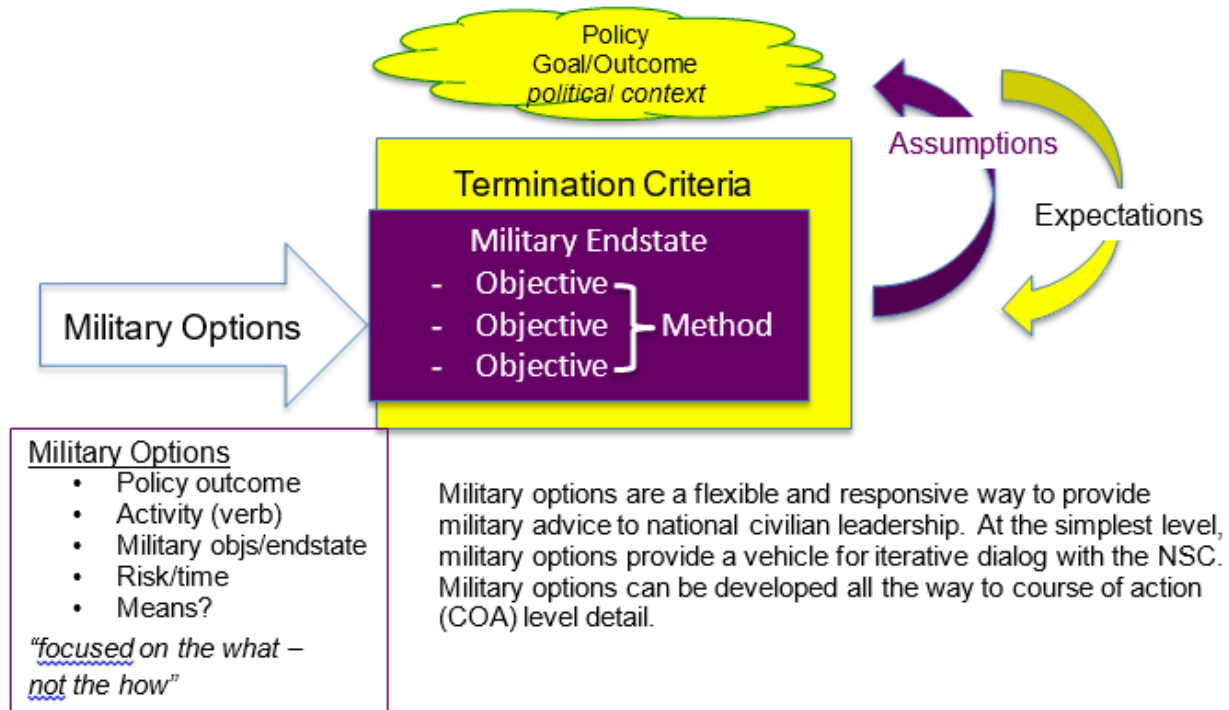
**Figure 1-9: Options and COAs**

Flexible Deterrent Options and Flexible Response Options (as defined by joint doctrine) are subordinate to, or equal to, COAs for the reasons articulated below.

The phrase “military options” is not explicitly defined, but it is explained on page I-1 as follows: *In the process, joint planning frames the problem; aligns ends, ways, and means; develops operational approaches; accounts for risk; and gives leaders decision space with **proposed military options**. Combatant commanders (CCDRs) may propose objectives for the President’s and the Secretary of Defense’s (SecDef’s) consideration before beginning detailed planning. The Chairman of the Joint Chiefs of Staff (CJCS), as the principal military advisor to the President and SecDef, may offer military advice on the **proposed objectives and global prioritization**. (Draft JP 5-0, p. I-1, emphasis added)*

To provide the proper political context, it is reasonable to add the policy goals (or outcomes) that the military options would achieve. In addition, stating termination criteria implies more than just the military end state desired, and leads to wider political, societal, regional, or developmental conditions. Importantly, a complete military option is a product

of essential dialogue between policy makers, military commanders, and the political leadership. The creators of military options can validate policy goal assumptions and political leaders can communicate expectations of military actions or activities.

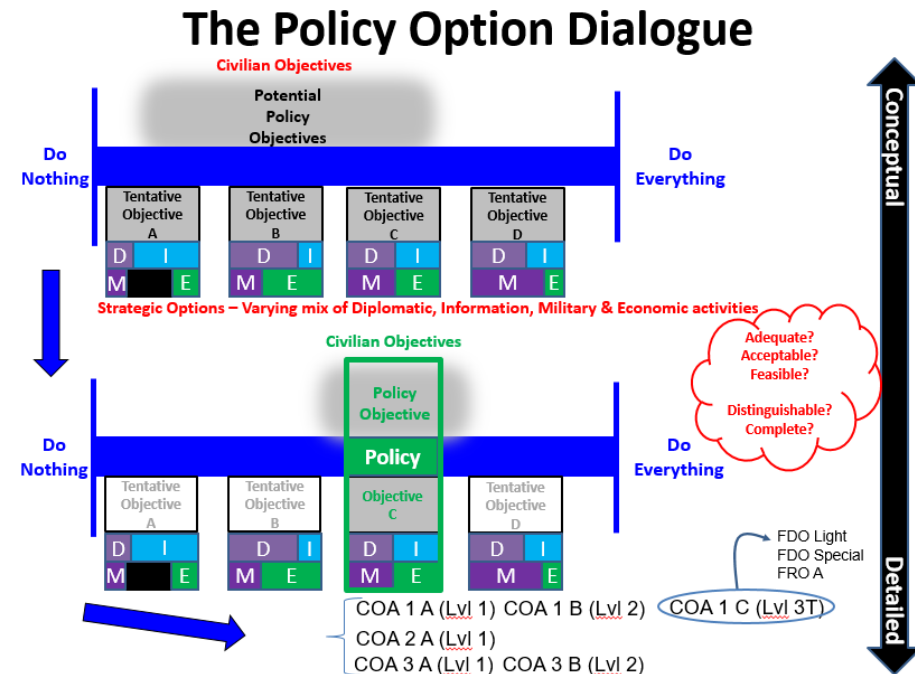


**Figure 1-10: Elements of Military Options**

The most common tension between civilian and military leaders is in the risks associated with Adequacy (focused on ends), Acceptability (focused on ways), and Feasibility (focused on means). Low fidelity options/COAs make for quicker and more robust civ-mil discussions, but may equate to higher risk to force and policy/mission. Higher fidelity options/COAs lower the risk in some areas, but increase the risk that proposed solutions are too late and retard the civ-mil dialogue. Strategic planners must quickly determine where best to place risk in order to ensure robust, but effective, dialogue between the CCDR and civilian leaders during strategy development and planning development.

The plans-centric construct for developing options is appealing to military leaders operating within their familiar decision-making process, with efforts to ensure their options/COAs pass the FAA-DC (Feasible, Acceptable, Adequate, Distinguishable, and Complete) test. However, this is often not helpful for civilian leaders who are unfamiliar with the military process and who use a different model for making decisions. Civilian leaders are often frustrated by military options that they view as overly difficult or time consuming, that inadequately address their broader political considerations, or that are merely variations of a single concept that do not offer a real choice.

Although not prescribed in joint doctrine, military planners should anticipate that political leaders want to discuss military options early in the decision-making process before they issue clear policy and planning guidance and before planners have been able to conduct detailed FAA-DC analysis. This turns out to be like answering the question “which came first, the chicken or the egg?” Determining “which comes first, policy or options?” can lead to friction and miscommunication between civilian and military leaders. Strategic planners must be able to describe a range of possible actions and outcomes before policy makers have committed to the objective they seek. (See Figure 1-11)



**Figure 1-11: Planning in the Strategic Arena**

Most importantly, the friction between civilian and military leaders can be reduced by adjusting the military’s development of options to better accommodate civilian expectations. Participants’ experiences, engrained heuristics, and the nature of the particular national security issue influence every dialogue that takes place between civilian and military leaders. Strategic planners must develop an appreciation for these realities and provide military options which can meet civilian policy-makers’ unique requirements. Developing military options to address national security requirements is the ultimate expression of military judgment and therefore no process, procedure, or template is guaranteed to be successful in every context.

The purpose of initial military options is to inform policy decision-making by increasing civilian leaders’ understanding about which objectives the military could enable. On a continuum of actions from “do nothing” on one end, to “do everything” on the other, civilian leaders might start with a general idea of what policy responses they are comfortable with. Conversely, they may initially approach a problem with a range of possible

objectives to pursue. The best approaches are informed by a thorough understanding of how each instrument of national power enables the attainment of proposed objectives. Therefore, military options should initially include a range of military activity that supports a broad range of potential policy objectives that provide civilian leaders.

The task for military leaders is to explain the complexity of the military instrument in a manner such that civilian leaders can be comfortable with their decision to use it. An iterative dialogue allows civilians to achieve a working knowledge of how a military operation will unfold, on what timeline, with which forces, and the associated level and nature of risk. Commanders and senior advisors facilitate this level of understanding when they clearly articulate the logic underpinning the theory of victory. Or, short of victory, how each option delivers an acceptable outcome in light of the challenge addressed by the presented options. Although civilians may not agree with the logic, they will ideally understand the military perspective which will allow them to make informed decisions about the utility of the military instrument.

Using traditional planning frameworks and the requirement for detailed feasibility analysis, military leaders cannot provide the multitude of options that civilian leaders desire in a short amount of time. Adapting and planning are intrinsically at odds; planning seeks to constrain the future within a desired path while adaptability seeks the best path as the future unfolds. Binding detail, though desired for feasibility, is the graveyard of adaptability.

Options should rely less on a staff-centric, excessively detailed decision-making process and more on a conceptual design methodology fueled by senior military leaders' operational art and experience. Military options provided to civilian decision makers during policy development should be similar to the conceptual operational approach produced by the design methodology than the detailed COAs produced by in-depth joint planning and analysis.

Senior military leaders must communicate options in a format and language that is easily understood by civilian leaders and policy makers. Though there is no standard format for an option, each one should contain the following elements:

- Scenario and assumptions upon which the option is based
- Desired outcomes and associated policy aims
- A description of the concept with emphasis on the use of military actions in the context of the use of other instruments of power
- A general description of the resources required
- A general timeline for how the option would play out
- An explanation of the causal logic that links the recommended actions to the desired outcomes
- The strategic and operational risks entailed in this option

b. Example.

Problem: Hurricane Ellis is bearing down on Haiti.

Strategic Options: 1) Do nothing, 2) Prevent catastrophe, 3) Mitigate consequences and assist recovery, 4) Prevent catastrophe and rebuild the country.

Military Options:

- Option 1 - Do Nothing
  - Assumptions – Do nothing does not equal abandon U.S. Military personnel, Does equal Non-Mil AMCITs are on their own, U.S. will not support International efforts
  - End states – no U.S. end states (other than protect U.S. military)
  - Ways available:
    - Pull all U.S. military forces from the area (3 days to finish)
      - **COA 1** – Airlift focus
      - **COA 2** – Sea-based focus
      - **COA 3** – Use commercial transport
  - Ties into Whole-of-Government Plan – prepared to support evacuating DOS personnel if necessary.
  - Risks - AMCIT casualties. International response forces respond late and we are caught on our heels.
  
- Option 2 - Prevent Catastrophe
  - Assumptions – Haitian government can handle many of the expected challenges. Policy focus is to prevent catastrophe vice mitigate disaster.
  - End states – Haitian government fully capable of protecting critical infrastructure and lives.
  - Ways available:
    - Shoring up critical infrastructure
      - **COA 1** - Send an engineer organization to support (low end – takes 48 hours)
      - **COA 2** – Contract LOGCAP from local bases (TBD timeline)
    - Guide local leaders, shore up infrastructure, and assist in recovery with a CA and Eng focused Org (high end – IOC in 24 hours, FOC in 1 week)
      - **COA 1** – Engage early & heavily by deploying a JTF
      - **COA 2** – Engage slowly. VTC w/ leaders from USACE, contract infrastructure prep work and send in CA Army Unit from ARFORSOUTH after event
  - Ties into WOG Plan – U.S. Mil is in support of USAID DART.

- Risks – Small risk to force. Expectation that U.S. will “save” Haiti forces mission creep later. If Haitian government fails, the response force would enable follow on forces, but would have to transition to consequence management vice prevention.
- Option 3 - Mitigate consequences and assist recovery. Since Haiti is extremely fragile, due to repeated hurricanes over the past few years, we assume it is ripe for significant damage from Hurricane Ellis. We could also assume that they will not want help up front due to national pride and a poor understanding, by senior Haitian leadership, of how vulnerable they truly are. If we believe those assumptions, then we may want to aim for post-event support – which has been our traditional response in the past. A quick response could mitigate consequences (save lives and reduce suffering) and assist a quicker, more robust recovery. We could do this by our traditional naval/air focused response packages (ESGs, CSGs, C-5/C-17 flow, etc.) in support of USAID or, if we act fast enough, we could pre-stage ground assets via commercial and MPF ships in a temporary ground base. The ground staging idea risks damage to force, but can respond quicker (as soon as the winds die down). The ship/aviation focused choices respond slower but have lower risk to force...and we know how to do it. We, DOD, will support USAID’s DARTs no matter what we decide and we recommend clearance to start planning with them now in order to ensure feasibility and acceptability of our potential COAs. We think we need to act within the next 48 hours to flow a viable ground force package. The ship/air flow decision can wait for 96 hours (or more). If you chose Option 3 and the ground force, we may have to come back to you and discuss a reinforcing navy/air element (after the hurricane) depending on how much we can flow before the hurricane hits. Lessons learned from humanitarian crisis have demonstrated the need for a gender perspective when planning and preparing options.
- Option 4....

**6. Flexible Deterrent Options & Flexible Response Options –** FDOs and FROs are the hybrid of the Option←→COA discussion. FDOs and FROs are pre-planned actions and thus fall at the detailed end of the planning spectrum; however, they are designed to provide adaptable responses to the President during a crisis. For more information on FROs and FDOs, see Draft JP 5-0, Appendix E.

a. FDO – [Flexible Deterrent Options are] preplanned, deterrence-oriented actions tailored to signal to and influence an adversary’s actions. They are established to deter actions before or during a crisis. If necessary, FDOs may be used to prepare for future operations, recognizing they may well create a deterrent effect. [They] are developed for each instrument of national power—diplomatic, informational, military, and economic—but they are most effective when combined across the instruments of national power. FDOs facilitate

early strategic decision making, rapid de-escalation, and crisis resolution by laying out a wide range of interrelated response paths. FDOs provide options for decision makers during emerging crises to allow for gradual increase in pressure to avoid unintentionally provoking full-scale combat and to enable them to develop the situation and gain a better understanding of an adversary's capabilities and intentions. FDOs are elements of contingency plans executed to increase deterrence in addition to, but outside the scope of, the ongoing operations. (Draft JP 5-0, p. E-1)

**b. FRO - [Flexible Response Options]** An FRO is an operational- to strategic-level concept of operation that is easily scalable, provides military options, and facilitates rapid decision making by national leaders in response to heightened threats or attacks against the US homeland or US interests. They are usually used for response to terrorist actions or threats. (Draft JP 5-0, p. E-4)



## CHAPTER 2: JOINT PLANNING

**1. Globally Integrated and Coordinated.** Integrated planning synchronizes resources and integrates timelines, decision points, and authorities across CCMDs to enable the achievement of strategic and operational objectives. It should produce a shared understanding across the joint force of the threat environment, required decisions, resource prioritization, and risk. Integrated planning increases collaboration through robust JPEC coordination and across the whole-of-government to address the challenges facing the United States. Integrated planning recognizes the necessity to inform strategy that spans the competition continuum, requiring alignment of campaign and contingency planning. (Draft JP 5-0, p. I-5)



**IGO** – International Governmental Organizations (e.g. United Nations, North Atlantic Treaty Organization, African Union)  
**NGO** – Non-Governmental Organizations (e.g. Oxfam, Médecins Sans Frontières [Doctors without Borders], the Afghan Women’s Network).

**Figure 2-1: Unified Action (Army War College).**

The integrated context (see Figure 2-1) includes all of the relevant actors in the national security environment (including, but not limited to, the ones below). **Unified Action** synchronizes, coordinates, and integrates joint, single-Service, and multinational operations with the operations of other USG departments and agencies, nongovernmental organizations (NGOs), intergovernmental organizations (IGOs) (e.g., the United Nations), and the private sector to achieve unity of effort. Each layer of planning has a somewhat distinctive title to enable planners to understand which layer of planning they are working in.

- The joint community [JOINT PLANNING]
- Whole of Government [OTHER U.S. GOVERNMENT AGENCIES]
- Multinational partners [COALITION, ALLIED, or MULTI-NATIONAL]
- International Organizations (e.g. the United Nations, the North Atlantic Treaty Organization, the Organization of American States) [NATO Planning, or UN Planning, etc. – planning and operations usually assumes the name of the organization leading the effort.]
- Non-Governmental Organizations (e.g. Oxfam, Médecins Sans Frontières [Doctors without Borders], the Afghan Women’s Network) [No specific title exists]
- Relevant non-state actors (e.g. financial institutions, shadow governments, multinational corporations, terrorist organizations, empowered academics and consultants) [No specific title exists]

Complicating the planning endeavor is the fact that different actors have different outcomes, different timelines, different processes, and different decision structures. Some examples are:

- DOS may have different priorities in Nation X that affect the ways and means DOD may use to accomplish tasks in adjacent Nation Y.
- A classified DOD plan may not be shared with other U.S. governmental organizations until late in planning.
- A coalition nation may be unable to discuss a sensitive topic until its elections are complete.
- Nation 1 may not want Nation 2 to know that it is participating in some activities and operations. This would warrant bilateral planning that is synchronized outside the normal coalition planning channels.
- NGO A may wish to synchronize with some elements of the plan, but not wish to know about other elements of the plan.

**2. Multi-National Planning.** As it is unlikely that the United States will operate alone in future conflicts, comprehensive planning must be conducted with a multinational perspective, rather than as an add-on to U.S. planning. U.S. forces may operate as part of a coalition or an alliance, work through unity of effort between nations of similar aim, or work toward an end state that supports U.S. partner nations’ objectives as well as U.S. national objectives. Commanders and staffs must consider interests, equities, contributions, and limitations posed by the multinational environment. Some considerations for planners and operators during multinational operations:

- National objectives of the various partners
- Building and maintaining a multinational force
- Differences in language, culture, gender dynamics, and national sovereignty
- Legal considerations by the participants (international law and law of war)
- Doctrine, training, and resources
- Differences in force protection and rules of engagement (ROE)
- Limits to sharing intelligence and information
- Communications and spectrum management
- Logistics and host nation support
- Differing standards for health service support
- Nuanced perspectives on media relations

**3. Unified Action** - is the synchronization, coordination, and integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. Coordination of interorganizational and multinational plans facilitates unity of effort among multiple organizations by promoting common understanding of the capabilities, limitations, and consequences of military and nonmilitary actions. It also identifies common objectives and how military and civilian capabilities best complement each other to achieve these objectives...Strategic objectives are achieved through unified action built on unity of effort. (Draft JP 5-0, p. I-24)

To prevent internal conflicts and assist with Unified Action, DOS, USAID, and DOD (as the three foundational pillars for promoting and protecting U.S. interests abroad) have established "Diplomacy, Development, and Defense (3D) Planning." 3D Planning is an ongoing initiative to build understanding and synchronize plans to improve collaboration, coordination, and unity of effort among these organizations.

Military power is most effectively used in conjunction with the other instruments of national power to advance and defend US values, interests, and objectives. To accomplish this integration, the CCMDs, Services, and DOD agencies interact with non-DOD agencies and organizations to build mutual understanding of the OE, requirements, capabilities, limitations, and consequences of military and nonmilitary actions, as well as the understanding of the desired objectives and, if applicable, military end state. They also identify how military and civilian capabilities best complement each other. The National Security Council (NSC) integrates the instruments of national power by facilitating mutual understanding and cooperation and overseeing interagency planning efforts. Further, military and civilian organizations share information, cooperate, and strive together to make unity of effort pos-

sible. JFCs seek cooperation and build consensus to achieve unity of effort. Interagency and multinational consensus building is a key element to unity of effort. (Draft JP 5-0, p. I-24) **Note: For more information on Promote Cooperation events, see CJCSM 3130.01, *Campaign Planning Procedures and Responsibilities*.**

**4. Joint Planning** - Joint planning is the deliberate process of determining how (the **ways**) to use military capabilities (the **means**) in time and space to achieve objectives (the **ends**) while considering the associated **risks**. Ideally, planning begins with specified national strategic objectives and military end states to provide a unifying purpose around which actions and resources are focused...In the process, joint planning frames the problem; aligns ends, ways, and means; develops operational approaches; accounts for risk; and gives leaders decision space with proposed military options. Combatant commanders (CCDRs) may propose objectives for the President's and the Secretary of Defense's (SecDef's) consideration before beginning detailed planning. The Chairman of the Joint Chiefs of Staff (CJCS), as the principal military advisor to the President and SecDef, may offer military advice on the proposed objectives and global prioritization. (Draft JP 5-0 p. I-1, emphasis added)

At the CCMD level, joint planning serves two critical purposes.

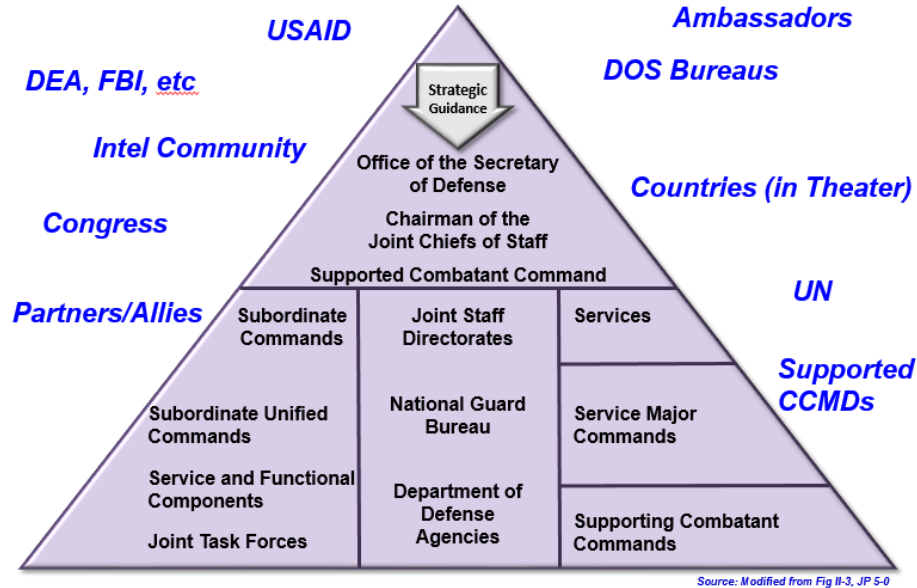
a. At the strategic level, joint planning provides the President and SecDef with options and advice to achieve the National Security Strategy of the United States of America [short title: NSS] objectives through the employment of the joint force. Planning supports decision making by identifying courses of actions (COAs) available along with probable outcomes, costs, and risks.

b. At the operational level, joint planning translates national level guidance into specific activities aimed at achieving strategic and operational objectives and attaining the military end state as directed in the *(U) National Military Strategy of the United States of America, 2018* [short title: NMS], the *2018-2020 Contingency Planning Guidance (CPG)* [short title: CPG], and Chairman of Joint Chiefs of Staff Instruction (CJCSI) 3110.01, *(U) Joint Strategic Campaign Plan (JSCP)* [short title: JSCP]. Joint planning ties the training, mobilization, deployment, employment, sustainment, redeployment, and demobilization activities of joint forces to achieve military objectives in the service of enduring national interests. (Draft JP 5-0, p. I-2)

**5. Management and Review of Plans.** Commanders continually assess plans. At the CCMD-level, the joint planning and execution community (JPEC) and senior DOD leadership share this task. Assessments continuously measure the effectiveness of military operations and project the expected effectiveness of plans against contingencies as the OE changes. Assessments support decision making by measuring the progress toward accomplishing a task, creating an effect, achieving an objective, or attaining a military end state. The joint planning and execution community (JPEC) synchronizes plans in the USG through ongoing civil-military dialogue. (Draft JP 5-0, pp. xiv-xv, p. I-3)

a. JPEC. The headquarters, commands, and agencies involved in joint planning or committed to a joint operation are collectively termed the **JPEC**. Although not a standing or regularly meeting entity, the JPEC consists of the stakeholders shown in Figure [2-2]. The President, with the advice and assistance of the NSC and CJCS, issues policy and strategic direction to guide the planning efforts of DOD and other USG departments and agencies that represent all of the instruments of national power. SecDef, with the advice and assistance of the CJCS, organizes the JPEC for joint planning by establishing appropriate command relationships among the CCDRs and by establishing appropriate support relationships between the CCDRs and the CSAs for that portion of their missions involving support for operating forces. A supported commander is identified for specific planning tasks, and other JPEC stakeholders are designated as appropriate. This process provides for increased unity of command in the planning and execution of joint operations and facilitates unity of effort within the JPEC. (Draft JP 5-0, p. I-10, I-12) **See Figure 2-2.**

## The Joint Planning & Execution Community (JPEC)



**Figure 2-2: Joint Planning and Execution Community (Figure II-2 in Draft JP 5-0)**

b. This process is intended to coordinate integrated, flexible plans with fully integrated databases to enable rapid build of executable joint plans. This flexible planning system is intended to facilitate the adaptive planning principles:

- Clear strategic guidance and iterative dialogue
- Early interagency and coalition coordination and planning
- Integrated intelligence planning
- Embedded options
- “Living” plans
- Parallel planning in a network-centric, collaborative environment

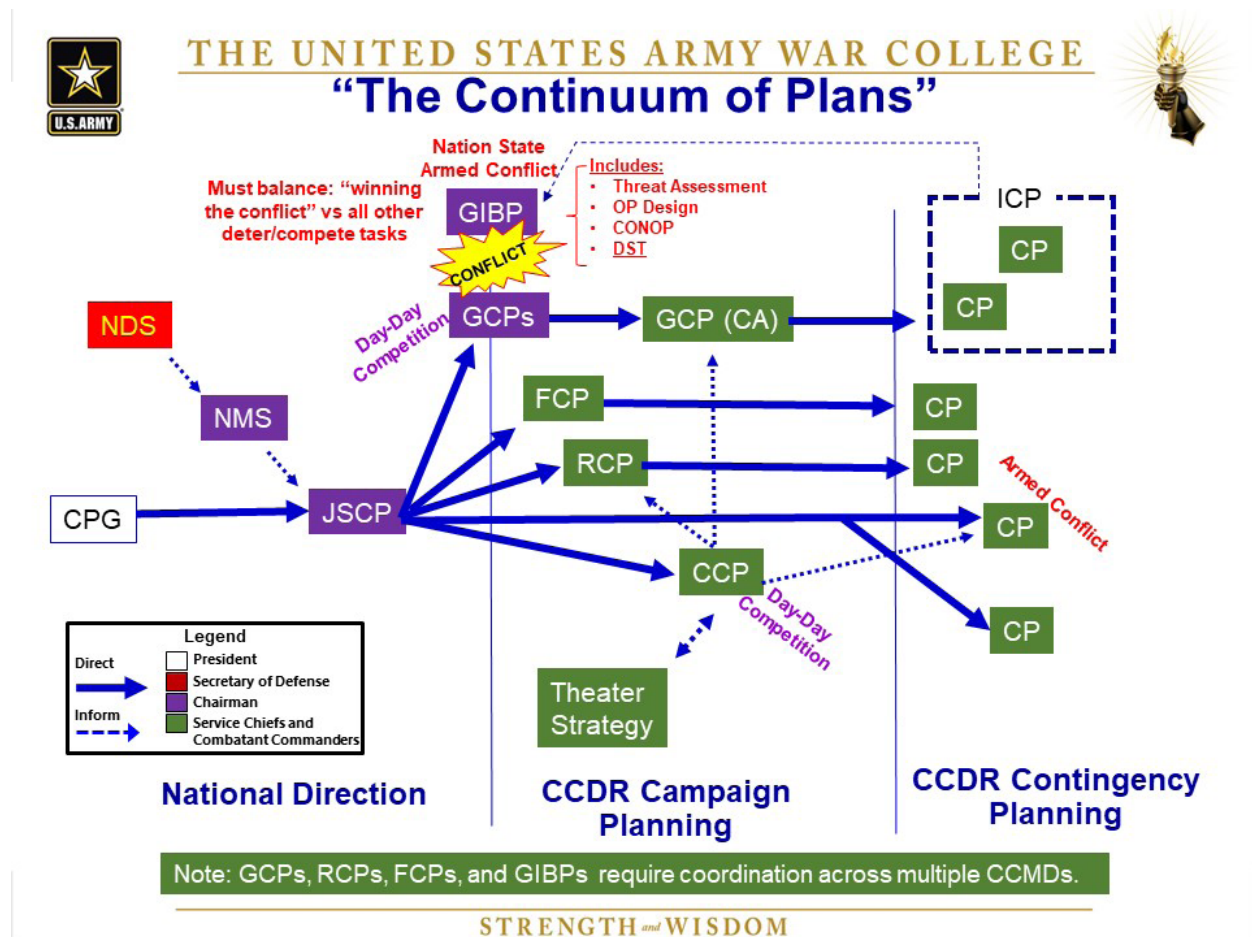
**6. Strategic and Contingency Planning.** The JSCP directs the number and types of documents that CCDRs produce as they turn strategic challenges into actionable operations and activities. The Joint Strategic Planning System provides the planning construct to bring a global perspective to threats that were previously stove-piped within Combat Command structures.

JSCP directed strategic and contingency planning consists of all planning efforts, relationships, authorities, roles, and responsibilities designed to integrate the planning of problem sets requiring coordinated action by CCMDs, Combat Support Agencies, Services, other government agencies, and foreign partners. This planning seeks to increase collaboration across the whole of government and increase unity of effort to address increase unit of effort to address the complexity of the Operational Environment with the available resources.



The Strategic and Contingency Planning construct organizes planning as follows:

- Global Campaign Plans (GCPs) and Globally Integrated Base Plans (GIBP)
- Regional Campaign Plans (RCPs)
- Functional Campaign Plans (FCPs)
- CCMD Campaign plans (CCPs) (legacy Theater Campaign Plans)
- Contingency Plans (CPs)
- Integrated Contingency Plans (ICPs) when related CPs are grouped together
- for execution and resourcing.



**Figure 2-3: The Continuum of Plans**

a. The CJCS is tasked by Title 10, Section 153, of US Code with preparing and reviewing strategic campaign and contingency plans. The Chairman is responsible for operationalizing the national strategies and other policy guidance, aligning the actions of the Joint Force, balancing risk, assigning problems, and providing military advice to the SecDef for adjudicating competing priorities.

b. Coordinating Authority (CA) – In order to integrate CCMD planning and day-to-day campaigning, the CJCS, in the role of Global Integrator, assigns a Coordinating Authority to develop integrated plans. (See Chapter 1 for more on the CA.)

c. Cross-Functional Teams – A cross-functional team (CFT), comprised of members of the Joint Staff, develops guidance for the Global Integrator and supports globally integrated planning. (See Chapter 1 for more on CFTs.)

d. Collaborator – A Joint Force organization assigned by the CJCS (via the JSCP) to support integrated planning for a problem. (See Chapter 1 for more on collaborators.)

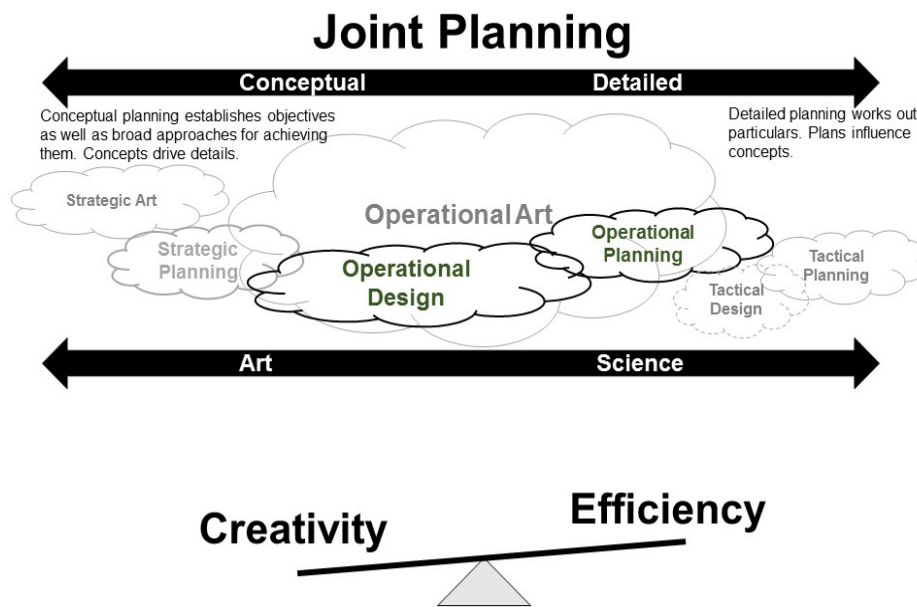
e. The CJCS will assign GCPs, RCPs, and FCPs to Coordinating Authorities. Those CAs will work with collaborators to develop campaign plans (written and updated by the CA) and supporting plans (written by collaborators).

f. Combatant Commands will reformat their legacy TCPs/FCPs to integrate relevant elements of the GCP/RCPs/FCPs and their own CSPs. These “CCMD Campaign Plans” will serve as 5-year focused plans that support day-to-day operations, actions, and activities.

g. Cross-Functional Teams will monitor problem sets and work with the CJCS to recommend guidance, advise senior leaders, and organize IMOs, tasks and assessments across problem sets. The relationship between CFTs and CCMDs has yet to be determined beyond “support.”

**7. Conceptual to Detailed Planning.** Joint Planning integrates four functions and two interconnected processes. The first process is oriented toward the conceptual and artistic side of ‘planning’ and is titled “Operational Design.” Its counterpart is oriented more towards the detailed and scientific sides of planning and is titled the “Joint Planning Process.” Both processes support Strategic Guidance, Concept Development, Plan Development, Plan Assessment – the difference is in the degree to which each is used. While listed as two distinct processes, they are better described as sides of a continuum from conceptual to detailed planning. (See Figure 2-4 and 2-5)

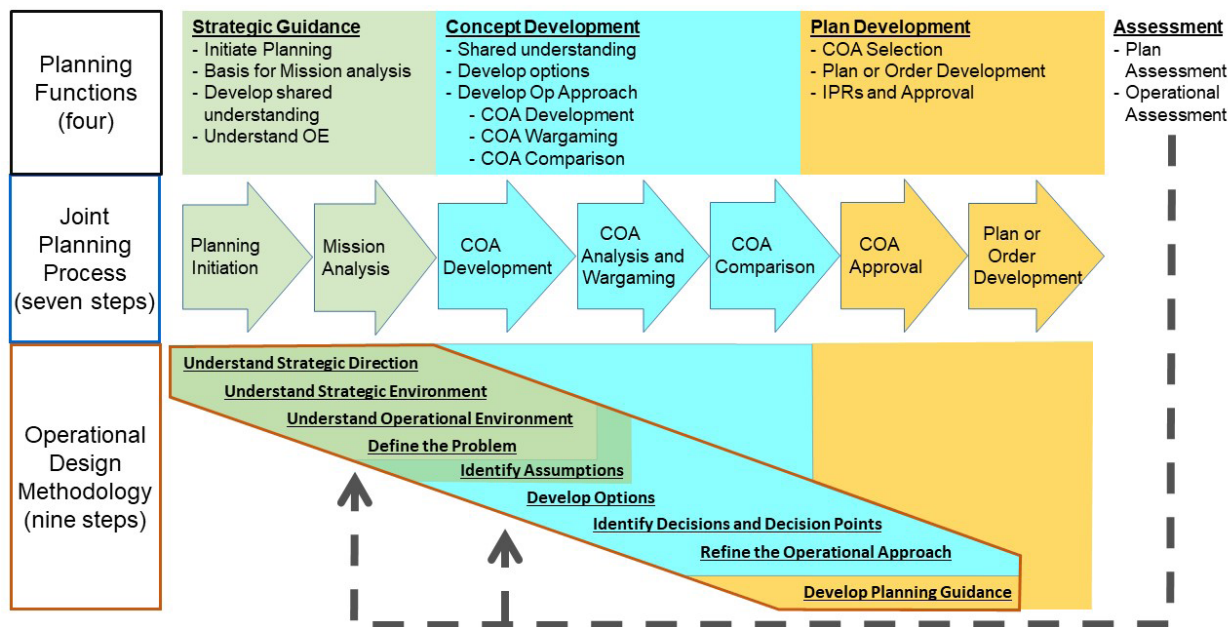




**Figure 2-4: Joint Design and Planning (Conceptual-Detailed)**

Planning has a conceptual component and a detailed component. Conceptual planning involves understanding operational environments and problems, determining the operation's end state, and visualizing an operational approach to attain that end state. Conceptual planning corresponds to the art of command and is the focus of the commander with staff support. Detailed planning translates the commander's operational approach into a complete and practical plan. Generally, detailed planning is associated with the science of control including synchronizing forces in time, space, and purpose to accomplish missions. Detailed planning works out the scheduling, coordination, or technical problems involved with moving, sustaining, and synchronizing the actions of the force toward the desired end state. (ATP 5-0.1)

## Planning Functions, Process, and Operational Design Methodology



**Figure 2-5: Joint Planning Process and Operational Design (Draft JP 5-0, Figure III-1)**

a. **Strategic art** is the formulation, coordination, and application of ends, ways, and means to implement policy and promote national interests. Practitioners evaluate the competing interests and objectives of state and non-state actors in the OE, organize joint forces to implement policy, and sense when revision is prudent. Strategies should provide a coherent narrative to bridge the present to the future. Enduring, effective strategy provides the conceptual basis for an integrated military operation or campaign. Visualization and conceptualization of strategic success achieved or supported by military means is the foundation of operational art and operational design. The essence of strategic art is distillation—organizing and articulating the complex interrelationship between national interests, policy, strategic ends, and practice, in clear terms. (Draft JP 5-0, p. I-3)

b. **Operational art** Operational art is the cognitive approach by commanders and staffs supported by their skill, knowledge, experience, creativity, and judgment—to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, means, and evaluating risks. In planning, many activities are done through a scientific methodology. These include

identifying strengths and weaknesses of the opponent, validating requirements through checklists, and comparing the outcomes of analysis. However, planning for conflict and war is best based on operational art and the broad knowledge of commanders and planners that are not easily categorized. (Draft JP 5-0, p. I-3)

**c. Operational design** is the analytical framework that underpins planning. Operational design supports commanders and planners in organizing and understanding the OE as a complex interactive system. Commanders must understand the audience and political environment to give the best military advice to civilian decision makers. Planners must consider how they will translate often-times confusing military jargon and concepts into a universally understood language; interagency partners are critical to this discussion. Operational design is interwoven with the planning process to fill in gaps in guidance and information and provide a framework in which to plan, enabling planners to address the complexity of the OE, support mission analysis and COA development, and develop CONOPS with the highest likelihood of success. (Draft JP 5-0, p. IV-1)

**d. Operational planning** Operational planning translates strategy into executable activities, operations, and campaigns, within resource and policy limitations to achieve objectives. (Draft JP 5-0, p. I-4)

## **8. Campaigning.**

**a. Campaigns.** A campaign is a **series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space**..Campaigning spans the competition continuum. Campaigns may be global, regional, or functional. When necessary, the joint force executes war plans as a comprehensive campaigning effort. Whereas operations are directly designed and planned by commanders, campaigns are ultimately a design of national policy and strategy, which guide campaign plans. In turn, campaigns synchronize operations by providing objectives aligned with strategic objectives. (Draft JP 1 vol.1, p. III-3)

**b. Operations.** An operation is a **sequence of tactical actions with a common purpose or unifying theme to achieve an objective**. Operations span the competition continuum and are all-domain and multifunctional. Operations may also be transregional. An operation may entail combat operations, stability activities, operations in

the information environment, or the employment of capabilities in adversarial competition to achieve an objective. A major operation is a series of tactical actions such as battles, engagements, and strikes, conducted by military forces and coordinated in time and place, to achieve strategic or operational objectives. (Draft JP 1 vol.1, p. III-3)

c. Campaigning has traditionally reflected the operational level of war; that is, the linkage of tactical operations to achieve strategic objectives. In many cases, the Joint Force will be in a situation which is complex enough that it cannot achieve the desired ends through the execution of a single operation. There are various reasons that this may be the case. Insufficient forces may be available to defeat the enemy in a single operation (consider the U.S. Civil War in 1861-65). Physical, mobility, human factors or political limitations may force sequential operations (consider DESERT SHIELD/DESERT STORM, the defeat of Japan in WWII, or Cuba, 1898). The enemy's center of gravity may be so well protected that it must be attacked indirectly (consider the defeat of Nazi Germany).

d. Among other responsibilities, Joint Force Commanders plan and execute campaigns. Generally, Service forces not assigned as a joint force conduct *operations* rather than *campaigns*, but they may have a supporting plan to the joint campaign plan that links multiple operations to accomplish specific missions.

e. Not all military objectives require campaigning. A non-combatant evacuation operation (NEO), for example, may be executable in a single operation. A punitive strike may also achieve the strategic objective in a single operation. However, the theater commander must usually achieve strategic objectives in a more complex environment, requiring multiple operations and the synchronization of those multiple operations to achieve military objectives and support achievement of the national objectives.

## 9. Combatant Commander Campaign Plans (CCMD) and Contingency Plans

a. **CCDRs' Campaign Plans (CCPs).** The CCDRs' campaigns operationalize the guidance in the UCP, NSS, NDS, CPG, NMS, and JSCP by organizing and aligning operations, activities, and investments with resources to achieve the CCDRs' objectives and complement related USG efforts in the theaters or functional areas.

- CCDRs translate the guidance into executable actions to accomplish identifiable and measurable progress toward achieving the CCDRs' objectives, and thus the national objectives. The achievement of these objectives is reportable to DOD leadership through IPRs and operation assessments (such as the CCDRs' input to the AJA).
- CCPs consolidate operational requirements identified across all the GCPs, RCPs, FCPs, as they pertain to the CCDR's spe-

cific responsibilities identified in the UCP. The CCDR's independent analysis could identify additional requirements the commander decides to include in the campaign.

- CCPs integrate posture, resources, requirements, subordinate campaigns, operations, activities, and investments that prepare for, deter, or mitigate identified contingencies into a unified plan of action.
- The purpose of CCMD campaigns is to shape the OE, deter aggressors, mitigate the effects of a contingency, and when necessary execute combat operations in support of the overarching national strategy. (Draft JP 5-0, pp. V-1-2)

## b. Difference Between CCPs and Contingency Plans.

(1) **CCPs** seek to shape the OE and achieve national objectives. They establish operations, activities, and investments the command undertakes to achieve specific objectives (set conditions) in support of national policy and objectives. **They are** proactive and rarely feature a single measure of military success implying victory in a traditional sense **and** may include operations across the competition continuum to include ongoing combat operations. **They also** seek to capitalize on the cumulative effect of multiple coordinated and synchronized operations, activities, and investments that cannot be accomplished by a single major operation. (Draft JP 5-0, pp. V-3-4)

(2) **Contingency plans** identify how the command might respond in the event of a crisis or the inability to achieve objectives. Contingency plans specifically seek to favorably resolve a crisis that either was not or could not be deterred or avoided by directing operations toward achieving specified objectives. They have specified end states that seek to reestablish conditions favorable to the United States. They react to conditions beyond the scope of the CCP. Having achieved their military objectives or attaining the military end state, operations transition back to campaigning through competition under new conditions, possibly with new objectives. These actions are executed on order of the President or SecDef and generally entail specific orders for their execution and require additional resources allocated through the GFM process. (Draft JP 5-0, pp. V-4-5)

(3) **Resource-Informed Planning (Capability Assignment, Apportionment, Allocation)** JSCP-directed campaigns, unlike contingency plans, are not just plans, they are campaigns in execution. They are con-

strained by the readiness and availability of resources and authorities and forecast future requirements based on projected results of current on-going operations and activities.

**10. Detailed Planning.** Plans are developed to different levels of detail depending on risk, need, troop-to-task, etc.

The JSCP directs that CCDRs develop assigned plans to a specified level. Similarly, the CCDR may direct preparation of internally-directed plans to a particular level of detail.

**a. Level 1 Planning Detail—Commander’s Estimate.** This level of planning has the least detail. It produces multiple COAs to address contingencies. The product for this level can be a COA briefing, command directive, commander’s estimate, or a

memorandum with a proposed force list. The commander’s estimate provides SecDef with military COAs to meet a potential contingency. The estimate reflects the commander’s analysis of the various COAs, and recommends a COA.

**b. Level 2 Planning Detail—BPLAN.** A BPLAN describes the CONOPS, major forces, concepts of support, and anticipated timelines for completing the mission. It normally does not include annexes. A BPLAN may contain alternatives, including FDOs and FROs, to provide multiple options to address contingencies as they develop, or to shape the developing situation.

**c. Level 3 Planning Detail—CONPLAN.** A CONPLAN is an OPLAN in an abbreviated format. It may require considerable expansion or alteration to be converted into a complete and detailed level 4 OPLAN or an OPORD. It includes a plan summary, a BPLAN, and usually includes the following annexes: A (Task Organization), B

(Intelligence), C (Operations), D (Logistics), J (Command Relationships), K (Command, Control, Communications, and Computer Systems), S (Special Technical Operations), V

(Interagency-Interorganizational Coordination), and Z (Distribution). If the development of time-phased force and deployment data (TPFDD) is directed for the CONPLAN, the

planning level is designated as 3T and requires consideration of intelligence community assessed contested environment impacts on deployment and distribution operations. A CCMD may request a national intelligence support plan (NISP) be developed for level 3T contingency plans. A troop list and TPFDD also require an annex E (Personnel) and annex W (Operational Contract Support).

**d. Level 4 Planning Detail—OPLAN.** An OPLAN is a complete and detailed plan. The OPLAN identifies the force requirements, function-



al support, and resources to execute the plan. It contains a full description of the CONOPS, all applicable annexes, a time-phased force and deployment list (TPFDL) and a transportation-feasible notional TPFDD as well as analysis of the impact of a potentially contested environment on the joint deployment and distribution enterprise (JDDE). A TPFDD phases unit requirements into the theater of operations to support the CONOPS and provide closure estimates. A CCMD may request a NISP be developed for level 4 OPLANS. An OPLAN is normally prepared when:

- o The contingency threatens national security and requires detailed prior planning.
- o The magnitude or timing of the contingency requires detailed planning.
- o Detailed planning is required to support multinational planning.
- o Detailed planning is necessary to determine force deployment, employment, sustainment, and redeployment requirements; identify resources to fill requirements; and validate shortfalls. (Draft JP 5-0, pp. I-11-12)

**11. Risk.** Central to planning and execution at any level is the concept of *risk*. Merriam-Webster’s dictionary defines risk as “the possibility that something bad or unpleasant (such as injury or loss) will happen.” CJCSM 3105.01 Joint Risk Analysis defines risk as “probability and consequence of an event causing harm to something valued.” In most cases, military professionals first experience the concept of risk with the operational risk management process when risks are identified and controlled by educating subordinates and establishing measures to avoid or reduce the probability of negative outcomes. At the lowest level, the holiday safety briefing to subordinates is perhaps the most well-known. Range safety briefings are other examples. The definitions above and the operational risk management process are necessary but not sufficient to advise senior leaders on conducting strategic and operational planning.

There are several considerations for examining strategic and operational risk. The general strategy model of ends, ways, and means, risk results from the imbalance of these three components. The concept of risk resides firmly in the realm of decision making. Risk has meaning when leaders weigh options to achieve desired objectives and assess the likelihood and magnitude of adverse outcomes. Those who write about risk often reside in academia or the business world where risks must be quantified to be useful. The discipline holds that risks can be accepted, avoided, mitigated, or transferred (offset). A whole industry – insurance – deals with offsetting (or transferring) risk.

As described in CJCSM 3105.01 *Joint Risk Analysis* the two types of risk are *Strategic Risk* (risk to national interests) and *Military Risk* (risk to military objectives and to the Joint Force).



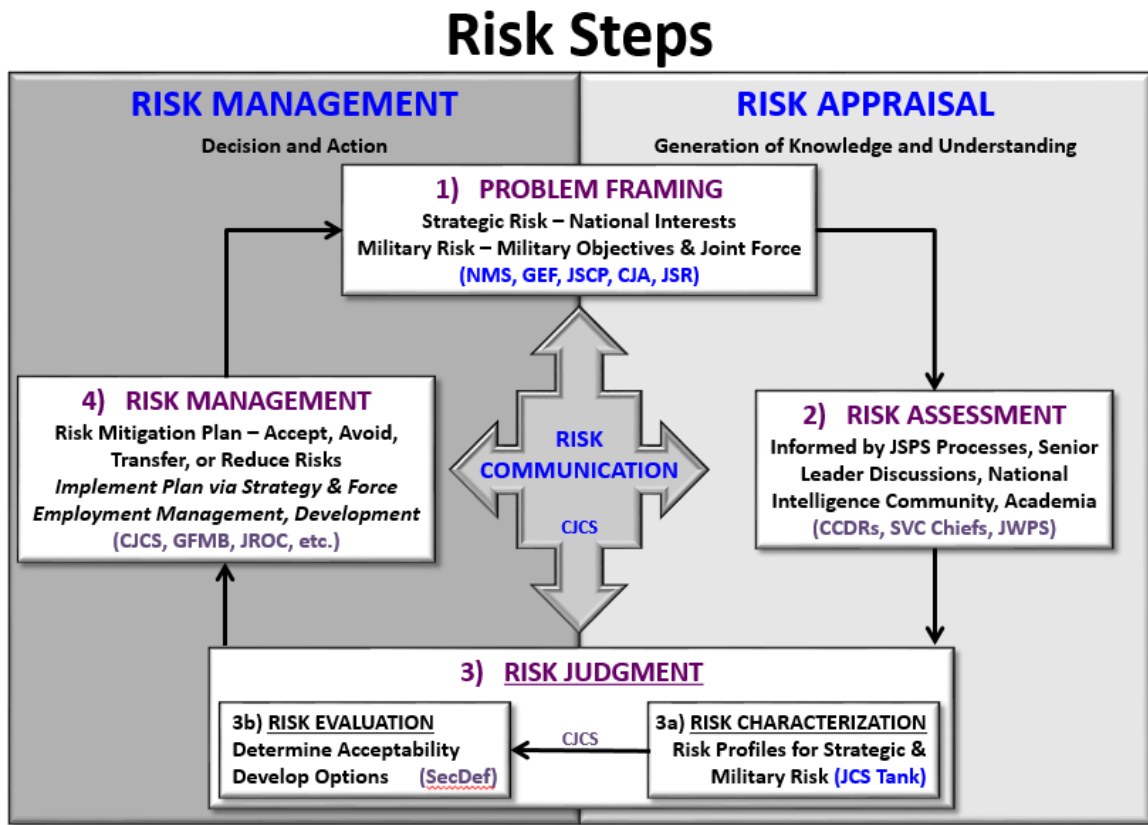
- **Strategic Risk** is the potential impact upon the United States - including the U.S. population, territory, civil society, critical infrastructure, and interests - of current and contingency events given their estimated consequences and probabilities (e.g. the security of the United States and its citizens).
- **Military Risk** is the estimated probability and consequence of the Joint Force's projected inability to achieve current or future military objectives (risk-to-mission), while providing and sustaining sufficient military resources (risk-to-force). In the context of the CRA, military objectives come from the NMS.
  - Risk to Mission - operational risk and future challenges risk.
    - Operational Risk (Risk-to-Mission) reflects the current force's ability to attain current military objectives called for by the current NMS, within acceptable human, material, and financial costs. A function of the probability and consequence of failure to achieve mission objectives while protecting the force from unacceptable losses. The time horizon is 0-2 years.
    - Future Challenges Risk (Risk-to-Mission) reflects the future force's ability to achieve future mission objectives over the near and mid-term (0-7 years) and considers the future force's capabilities and capacity to deter or defeat emerging or anticipated threats.
  - Risk-to-Force - force management risk and institutional risk.
    - Force Management Risk (Risk-to-Force) reflects a Service and/or Joint Force Provider's ability to generate trained and ready forces within established rotation ratios and surge capacities to meet current campaign and contingency mission requirements; force management risk is a function of the probability and consequence of not maintaining the appropriate force generation balance ("breaking the force"). Near-to mid-term (0-7 years).
    - Institutional Risk (Risk-to-Force) reflects the ability of organization, command, management, and force development processes and infrastructure to plan for, enable, and improve national defense. All three time horizons.
  - Time Horizons: Near Term (0-2 yrs), Mid-term (3-7 yrs), and Far Term (8-20 yrs)

At the strategic level, senior national security professionals must have the ability to articulate risk to senior decision makers at the national level who may not have a military or national security background. Therefore, campaign planners must expand the conventional categories of risk to encompass others that are relevant to people making strategic decisions. The risk categories below are not intended to be prescriptive, since each planning situation is unique; there may be others not listed that should be considered and assessed.

- Mission – achieving campaign objectives

- Forces – joint and coalition forces assigned, allocated, or apportioned
- Time – expected duration of the campaign
- Coalition – maintaining external political and material support
- Commitment – maintaining domestic political and popular support
- Escalation – adversary reactions that may require more resources
- Resources – money, time, and interagency and intergovernmental participation
- Inaction – likely or foreseeable trends that may lead to undesirable developments

Once the staff develops categories of risk that are relevant to the campaign, risks can be assessed and managed using a logical framework, such as in Figure 2-6.



**Figure 2-6: Joint Risk Framework**  
(Figure 3 in CJCSM 3105.01, Joint Risk Analysis)

Risk Analysis Methodology (JRAM), represented by the Joint Risk Framework, seeks first to increase an individual's understanding of risk and then to implement and monitor risk-based decisions. It provides a consistent, standardized way to assess risk and recommend risk mitigation measures. Joint doctrine mandates a risk assessment (specifically, risk-to-mission) as part of the mission analysis phase of the Joint Operation Planning Process. It also directs that risk be addressed during in-progress reviews (IPR). In addition to the *probability* and *consequences* of any particular source of risk, another dimension that

should be considered is the *immediacy* of the risk, or how rapidly the risk may arise and impact operations. Another variable here is the ability of any organization to recognize the risk or its precursors. Immediacy affects the leader's ability to take timely mitigating activities to address the risk.

Another important source of guidance regarding risk is in the commander's intent for the campaign or operation. Purpose, end state, and operational risk are the essential elements of intent. An explicit statement of where, when, and what kinds of risk will be accepted or rejected provides a way to prioritize effort in the absence of resources and allows subordinate commanders to better execute mission command.

## CHAPTER 3: OPERATIONAL DESIGN

**1. Purpose.** **Operational design** is the analytical framework that underpins planning. Operational design supports commanders and planners in organizing and understanding the OE as a complex interactive system. Commanders must understand the audience and political environment to give the best military advice to civilian decision makers. Planners must consider how they will translate often-times confusing military jargon and concepts into a universally understood language; interagency partners are critical to this discussion. Operational design is interwoven with the planning process to fill in gaps in guidance and information and provide a framework in which to plan, enabling planners to address the complexity of the OE, support mission analysis and COA development, and develop CONOPS with the highest likelihood of success. (Draft JP 5-0, p. IV-1)

Operational design is one of several tools available to help the JFC and staff understand the broad solutions for mission accomplishment and to understand the uncertainty in a complex OE. The process is continuous and cyclical in that it is conducted prior to, during, and for follow-on joint operations. Additionally, it supports ongoing civil-military dialogue concerning the nature of the problem and an operational approach to achieve the desired objectives. (Draft JP 5-0, p. IV-2)

**2. Spectrum of Design.** All decision making involves a blend of art (envisioning something new) and science (creating something real). Each decision making tool, by design, leans toward enabling creativity (art) or enabling efficiency (science). Operational Design was introduced to overcome perceived weaknesses in other planning tools – namely, that they were not creative or adaptive enough to deal with strategic and operational complexity. Of course, there are strengths and weaknesses in each decision making tool and any can be used incorrectly if misapplied to the situation at hand. The argument over what tool(s) (Op Design, JPP, MDMP, MCPP, etc.) provide the correct mix continues among planners, planning communities, Services, and U.S. Government departments. There are even camps among those that use Op Design – those that lean towards less process in an effort to boost creativity, and those that lean towards more process to ensure the time used produces an effective and efficient product.

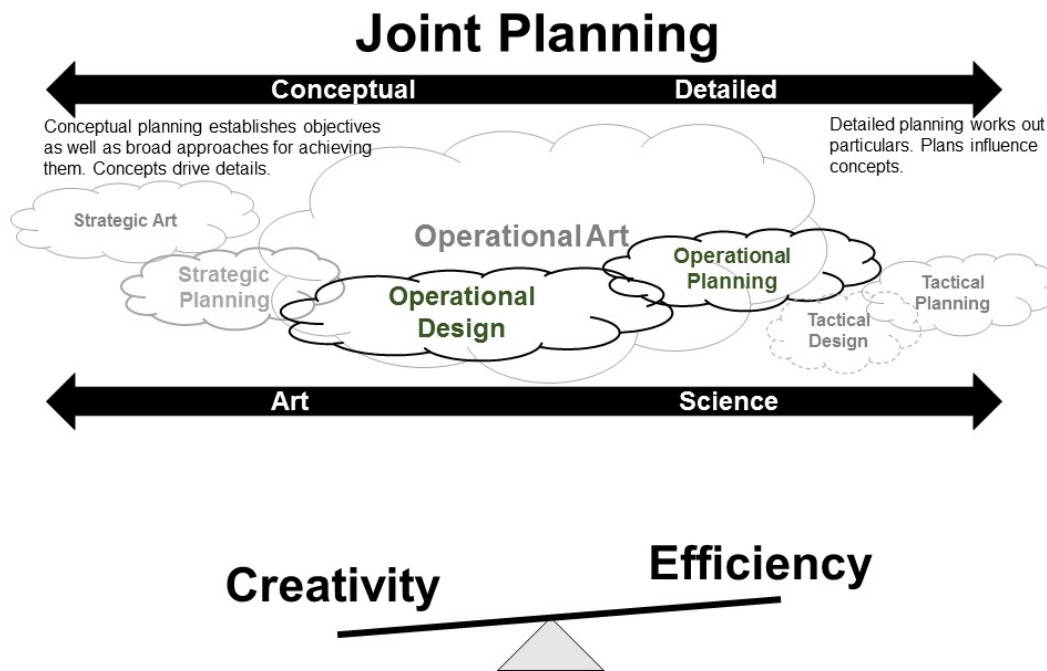
Joint Planning uses two processes that attempt to span the spectrum of art/creativity and science/efficiency: Operational Design (Op Design) and the Joint Planning Process (JPP). This chapter will describe Op Design and Chapter 4 will describe the JPP, but they should not be viewed as two separate and disconnected processes. They are symbiotic and interconnected.

**3. Joint and Army Design.** Note that there are some differences in terminology between the Army's description of the "Army Design Methodology" in ADP 5-0, *The Operations Process*, and ATP 5-0.1, *Army Design Methodology*, and the joint description of "Operational Design" in Joint Publication (JP) 5-0, *Joint Operation Planning*. Though most of the differences are superficial, they are explainable largely by the purposes of the publications. ADP 5-0 was intended to provide an approach to deal with any complex situation not just joint operations; from that perspective it has broader applicability. In slight contrast, JP 5-0 was intended for situations in which joint warfighters may find themselves; it is more narrowly focused on the requirements of joint operations. Thus, "operational design" can be thought of as a subset of the "Army design methodology." Both methods use the same logic and seek similar outcomes. While this campaign planning handbook remains consistent with joint doctrine in that it uses operational design terminology and logic, it incorporates some of the underlying thinking behind the Army design methodology so that operational design can be applied beyond the realm of joint warfare.

The two definitions highlight these distinctions: Army design methodology is a methodology for applying critical and creative thinking to understand, visualize, and describe unfamiliar problems and approaches to solving them (ADP 5-0). *Operational design is a tool, not dogma. The process described can be modified to support the specific operation or mission, based on the planner's analysis. Not all elements of operational design are required for all plans.* (Draft JP 5-0, p. IV-2)

The critical and creative thinking that underpin operational design are not new. The great captains of history, from Sun Tzu to General U.S. Grant to Field Marshall Rommel, have all used this thinking. Hence, operational design is not a discovery, but instead is a reminder within a methodology for use by contemporary military and national security professionals to deal with an incredibly nuanced and complex global environment. **The goal of operational design is deeper and broader understanding, not closure. The JPP works with operational design to provide the needed closure that will drive orders and action.**

Overarching these two processes, and demonstrating their interconnected nature, is Operational Art. (See Figure 3-1)



**Figure 3-1: Joint Design and Planning (Conceptual-Detailed)**

**4. Overarching Elements of Operational Design.** While Chapter III of Draft JP 5-0 still lists all of the Elements of Operational Design in a single grouping, Chapter IV further refines categories of the Elements of Operational Design. The Overarching Elements are:

- Objective
- Military End State
- Center of Gravity (COG)
- Effects
- Culmination

**5. Key Planning Factors for the Operational Environment (OE) include:**

- Lines of Operation (LOO) and Lines of Effort (LOE)
- Decisive Points
- Direct and Indirect Approach
- Operational Reach

**6. Time. Examined through the lenses of:**

- Arranging Operations—simultaneity, phases, branches and sequels, operational pause
- Anticipation

**7. Forces and Functions.**

a. Commanders and planners can plan campaigns and operations that focus on defeating either enemy or adversary **Forces, Functions**, or a combination of both.

b. Force Employment Mechanisms. Provide a useful tool for describing how a JFC intends to achieve an operational or strategic objective and ensure understanding of the commander's intent by establishing common references for force employment. **The three basic defeat mechanisms are: destruction, attrition, and exhaustion.** Other defeat mechanisms may include:

- Destroy
- Dislocate
- Disintegrate
- Isolate
- Disrupt
- Degrade
- Deny
- Neutralize

c. **Stabilization Mechanisms.** Stabilization is an inherently political endeavor requiring aligning USG efforts—diplomatic engagement, foreign assistance, and defense—to create conditions in which locally legitimate authorities and systems can peaceably manage conflict and prevent violence.

- Compel
- Control
- Influence
- Support
- Competition Mechanisms

**8. Balancing.** The operational commander must understand the operational factors and their inter-relationships within the command. Commanders will rarely have all the resources or time desired for an operation. By understanding the relationship between the elements of operational design, commanders and planners can balance different factors to maximize the likelihood of success in the most efficient manner.

Note: For a detailed discussion of the Elements of Operational Design – see STEP 6 Develop Operational Approaches, pp. 66-87 in this handbook and Draft JP 5-0, Chapter IV, pp. IV-19-43. This changed approach to the Elements of Operational Design incorporates much of the language and many of the concept found in the Joint Concept for Integrated Campaigning (JCIC).

**9. Divergence and Convergence.** Another way to describe the ebb and flow of Operational Design and JPP is the idea of 'Divergence' and 'Convergence'. Figure 3-2 shows a way to graphically represent an operational design approach to strategy formulation and campaigning. Note that this figure shows that taking action (via convergent thinking, coming to closure, and issuing orders that drive this action) will likely **change** the opera-

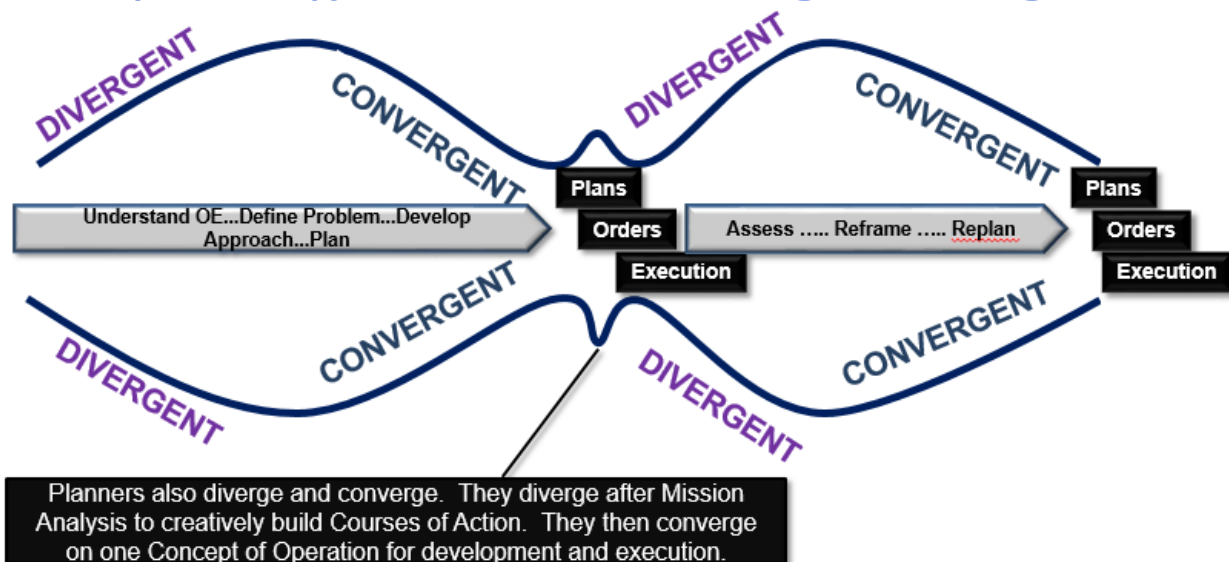


tional environment, recursively requiring divergent thinking and possibly reframing of the environment.

## Operational Design through Planning and Execution

**Operational Design allows the organization to learn through action by maintaining divergent thinking while also converging to develop and execute detailed plans that enable action.**

The commander and staff develop better understanding of the environment and of the problem as the campaign is executed, and adapt the operational approach based on that increasing understanding.



**Figure 3-2: Divergence and Convergence in Planning and Execution**

Operational Design enables a staff to diverge its thinking, gaining a broader understanding of context before beginning to creatively converge on a conceptual operational approach to a problem. The JPP then analyzes that conceptual approach, diverges from the identified mission to find multiple Courses of Action (COAs), and then converges again to settle on one Concept of Operation (CONOP). As the situation develops, the commander and staff then diverge their thinking again to understand and adapt. Deciding between divergence and convergence is one of the first challenges designers/planners face.

Some questions you may ask to determine if you should spend time developing the conceptual framework through the use of operational design might be:

- Do we know enough about the situation to move forward in a meaningful way? Is a course of action clear and evident?
- Are actions we are taking having unexpected and/or surprising effects?
- Is the problem so familiar and solution so obvious that we already know what to do (a heuristic, or standard operating procedure)?

- Do we know what end state conditions we are trying to achieve, or are the desired end state conditions unclear?
- Are actions and techniques that were originally effective now falling short of achieving the desired impact?
- Have we considered the risk of not including a cultured or gendered perspective?

**10. Conducting Operational Design.** The details of the methodology described below combine elements of the Army design methodology (as described in ADP 5-0), operational design (as described in JP 5-0), and some of the techniques for conducting the Army design methodology from the Army Techniques Publication 5-0.1 into one that works for the JFC.

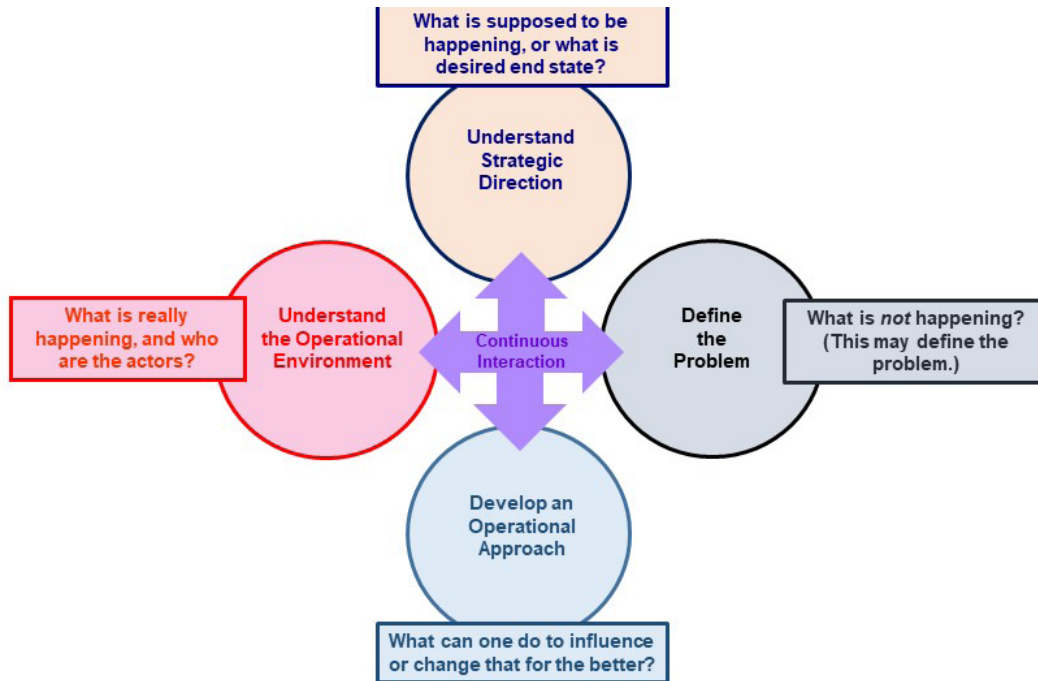
The commander and his operational planning team should use a set of interconnected cognitive activities to help build their understanding of the situation and visualization of the campaign. These iterative activities constitute a methodology for the commander and his team to learn about the answers to four broad questions:

- What do our national leaders want to solve?
- What is the context in which the campaign will be conducted?
- What problem is the campaign intended to solve?
- What broad, general approach for the campaign could solve the problem?

The deliberation on these four questions is iterative and recursive--that is, as one question is answered, new questions will be generated, and questions already asked may be asked again to gain deeper understanding. The purpose of the dialogue is to develop an operational approach that can be turned into an executable campaign plan, or into modifications to an existing plan, and can be continued throughout the campaign to help determine when adaptation to the plan is appropriate.

Those conducting operational design collaborate extensively with all parties who are interested in the problem or have knowledge about the problem that may help enlighten the operational approach. Inclusion of interagency and coalition partners, as well as the whole range of those with unique expertise or broadening perspectives, is absolutely critical. Not only will the analysis be richer, but such collaboration might also enable broader "buy-in" by other agencies early on, and then continuously. Dialogue between echelons of command is also critical to gain the best understanding possible.

a. **Methodology.** Draft JP 5-0 lays out a nine-step methodology for conducting design. It has abandoned any reference to frames and framing. Nonetheless, the Department of Military Strategy, Planning and Operations (DMSPO) considers it a useful model to think about the design process that reinforces the notion that Operational Design is not linear in nature, rather it is an ongoing process that requires constant thought about how a change in one frame might have an effect on another frame.



**The Operational Design Framework**

**Figure 3-3: The Four Frames of Operational Design (Army War College)**

Iteration and reexamination of earlier work is essential to identify how later decisions affect earlier assumptions and to fill in gaps identified during the process. (Draft JP 5-0 p.IV-3)

- Understand the strategic direction and guidance
- Understand the strategic environment (e.g. policies, diplomacy, and politics) and the related contested environments.
- Understand the OE and relevant and contested environments
- Define the problem (create shared understanding; planning with uncertainty).
- Identify assumptions needed to continue planning (strategic and operational assumptions).
- Develop options (the operational approach).
- Identify decisions and decision points (external to the organization).
- Refine the operational approach(es).
- Develop planning and assessment guidance

b. **STEP 1 Understand the Strategic Direction and Guidance.** This begins with asking, “What are we trying to accomplish? What does the guidance we’re receiving mean in the context of previous guidance? What objectives do the various leaders envision? Why are we being asked to do this now?” Planning usually starts with the assignment of a planning task through a directive, order, or cyclical strategic guidance, depending on how a situation develops. The commander and staff must analyze all available sources of guidance. These sources include written documents such as the CPG and JSCP, written directives, oral instructions from higher headquarters, domestic and international laws, policies of other organizations that are interested in the situation, communication synchronization guidance, and higher headquarters’ orders or estimates. Direction from strategic guidance documents can be vague, incomplete, outdated, or conflicting...commanders and staff must read the directives and synthesize the contents into a concise statement...the JFC and staff should obtain clear, updated direction through routine and sustained civilian-military dialogue throughout the planning process. When clarification does not occur, planners and commanders identify those areas as elements of risk. It should define what constitutes victory or success (**ends**) and identify available forces, resources, and authorities (**means**) to achieve strategic objectives. The operational approach (**ways**) of employing military capabilities to achieve the objectives (ends) is for the supported JFC to develop and propose, although policy or national positions may limit options available to the commander. Based on the ongoing civilian-military dialogue, the CCDR will determine the **military end state** and military objectives, which define the role of military forces. These objectives are the basis for operational design.

Subordinate commanders should be aggressive in sharing their perspective with their higher headquarters, and both should resolve differences at the earliest opportunity. (Draft JP 5-0, pp. IV-3-4)

c. **STEP 2 Understand the Strategic Environment.** The strategic environment is the composite of the conditions, circumstances, and influences that affect national interests beyond the OE and may impact the composition of alliances, establish competing requirements or priorities, and/or affect deployment and distribution operations (e.g., degrade or disrupt force flow) executed across the JDDE. This forms boundaries within which the operational approach must fit.

(1)Some considerations are :

(a) What actions or planning assumptions will be acceptable given the current US policies and the diplomatic and political environment?

(b) What impact will US activities have on third parties (focus on military impacts but identify possible political, economic or commercial ramifications that may impact third-party willingness to support US activities including, but not limited to, access, basing, and overflight decisions)?

(c) What are the current national strategic objectives of the USG? Are the objectives expected to be long-lasting, or short-term only? Could they result in unintended consequences (e.g., is there sufficient time to develop strong controls so that weapons provided to a nation will not be used for unintended purposes)?

**(2) Strategic Level Considerations.** Military activities are undertaken to support achievement of national strategic objectives, which in turn advance or defend national interests. Fundamentally, all military activities must be evaluated against that strategic measure—does the activity, on the whole, contribute positively to national objectives and advance or defend national interests? Within the OE, strategic-level considerations may include global factors. Strategic-level considerations of the OE are analyzed in terms of geopolitical regions and nations rather than local considerations. Nonmilitary aspects of the OE assume increased importance at the strategic level. The JIPOE process analyzes relevant aspects of the OE. This analysis should also consider possible intervention by third parties. The main JIPOE focus is to provide intelligence that helps the JFC discern the enemy's or adversary's capabilities, probable intent, and most likely and most dangerous COAs. (Draft JP 5-0, pp. IV-5-6)

**d. STEP 3 Understand the Operational Environment.** The commander and his operational planning team analyze the current environmental conditions and determine what the desired future environment should look like. The environmental frame should also describe the alternative future environments that other relevant actors may desire (or that which might exist if the team takes no action at all), so they can consider this in developing an operational approach that will not only meet our end state, but also preclude the undesirable aspects of opposing end states. The team will compare the current environment to the friendly desired end state and identify those conditions that need to be different to enable end state achievement, while also considering the *natural tendency* of those conditions to move to a particular state in the absence of our activity. This natural tendency is critical, as it is the basis on which the team must act to achieve their desired conditions.

Commanders can ask questions such as:

- *What's going on?*
- *Why has this situation developed?*

- *What is causing conflict among the actors?*
- *What are the strengths and weaknesses of the relevant actors?*
- *What does it mean?*
- *Why is the situation (or the projected future situation) undesirable?*
- *What's the real story?*
- *What conditions need to exist for success?*
- *What are indicators that we are on the path to success?*
- *What are indicators that we are going in the wrong direction?*
- *What second and third order effects might occur due to host nation social tensions towards International Humanitarian Law and International Human Rights Law?*
- *What are the early warning indicators of potential increase in instability?*

As with Strategic Guidance, there is more information available than any team can handle. The commander and staff must attempt to understand the environment well enough to decide what parts of the environmental system they will work with and what is outside the scope of the current challenge. Deciding what to include when describing the OE scopes the challenge, the relevant actors, etc. It does not negate other parts of a CCDR's environment; it simply determines what is relevant at the time (again, think logical "Area of Operation"), what is just outside the frame but matters (think logical Area of Influence) and what is outside the frame, and while interesting, is not relevant (think logical Area of Interest). Determining and communicating the CCMD's "Environmental Frame" ensures all relevant actors know which parts of the systems of systems the CCMD will focus on. For example, if a CCDR decides to frame the planning team's environment to Korea, it doesn't negate the South China Sea challenges and how they might impact Korea...but it does put it out of the planning team's focused efforts.

Understand the OE.

(1) The OE is the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. It encompasses physical areas and factors of the air, land, maritime, and space domains, and the information environment (which includes cyberspace) and the electromagnetic spectrum. The OE includes not only the immediate OA, but also all factors outside the OA that are impacting or will likely impact the JFC's objectives. Included within these areas are the enemy, adversary, friendly, and neutrals that are relevant to a specific joint operation. Understanding the OE helps the JFC to better identify the problem; anticipate potential outcomes; and understand the results of various friendly, adversary, enemy, and neutral actions and how these actions affect attaining the military end state. (Draft JP 5-0, p. IV-6)



One way of viewing these interrelated challenges for most military operational situations is from a systems perspective. In doing so, it is critical to consider the relationships between key elements of the system in order to understand causation. That is, an understanding of what is causing the environment to trend in an unfavorable direction and what would be required to cause it to trend in a more favorable one. Understanding causation requires an understanding of the adversarial, environmental, and friendly systems. The initial task is to develop a baseline of information on the adversaries, on ourselves, and on relevant neutral or other interested parties by collecting and analyzing a wide array of data.

(2) **Describe the Current OE.** The JIPOE process is a comprehensive analytic tool to describe all aspects of the OE relevant to the operation or campaign. (Draft JP 5-0, p. IV-6)

(3) **Operational Level Considerations.** In analyzing the current and future OE, the staff can use a PMESII analytical framework to determine relationships and interdependencies relevant to the specific operation or campaign. (Draft JP 5-0, p. IV-6)

Analysis must ensure that the creation of PMESII lists moves beyond mere categorization of information and determines the relevant and critical relationships between the various actors and aspects of the environment in order to understand causation. PMESII is useful in this process, however, the planning team must be careful not to stovepipe the analysis – the most important analysis leads to an understanding of the dynamics of the relationships *between* the various parts of the environment that are categorized in the PMESII lists. This analysis produces a holistic view of the relevant enemy, adversary, neutral, and friendly systems as a complex whole, within a larger system that includes many external influences. While identifying the nodes and links within a system may be useful in describing important aspects of the OE, more important is describing the **relevant relationships** within and between the various systems that directly or indirectly affect the problem at hand. Commanders and staffs must understand that relationships, especially those dealing with human interaction, are extremely dynamic. These dynamic relationships often make it difficult to determine clear causality, which makes it difficult to know if actions taken in the context of the operational approach will ultimately be effective. This reinforces the importance of the iterative nature of operational design and learning while doing, referred to by Donald Schon as “reflection-in-action.” To learn more, refer to his work *The Reflective Practitioner* (New York: Basic Books, 1983).

Note: Appendix C provides some points to consider and questions to ask during analysis. Appendix H includes a sample gendered lens using PMESII-PT of considering the dynamic relationships within the human dimension that can be fused with other factors for furthering a holistic understanding of the operating environment.



### Holistic View of the Operational Environment

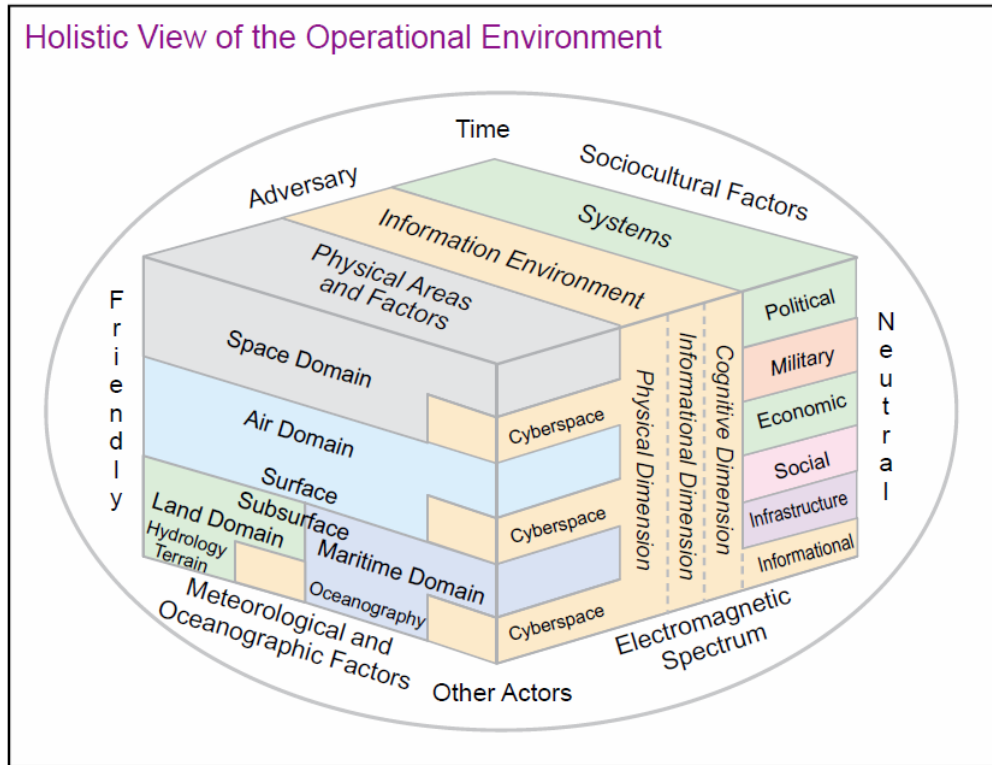
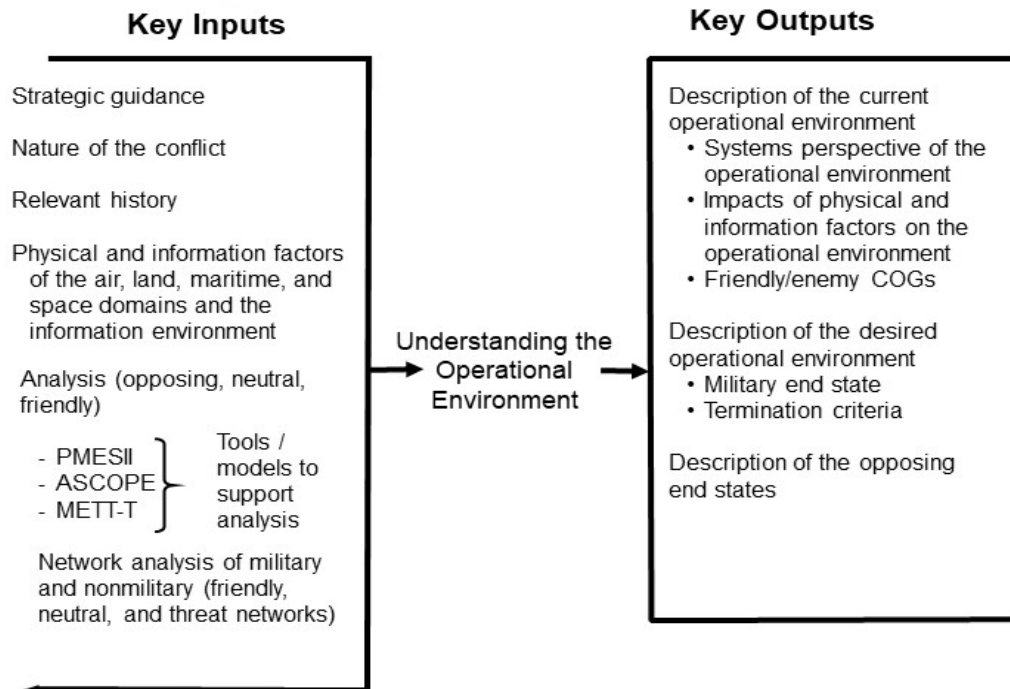


Figure: 3-4: Holistic View of the Operational Environment (OE) (Figure IV-2 in Draft JP 5-0)

## Operational Design: Understanding the Operational Environment



**NOTE:**

1. Supports the joint planning process step 1 (Planning Initiation).
2. All inputs/outputs are reviewed throughout the planning process and updated as changes occur in the operational environment, the problem, or the strategic guidance.
3. Commanders and planners are cautioned against trying to definitively describe the environment: It is inherently complex and eludes definition. Time spent on analysis must be balanced with the rest of the planning process.

ASCOPE areas, structures, capabilities, organizations, people, and events

METT-T mission, enemy, terrain and weather, troops and support available, time available

COG center of gravity

PMESII political, military, economic, social, infrastructure, information

**Figure: 3-5: Understanding the OE (Figure IV-1 in Draft JP 5-0)**

- An example of a national strategic end state:
  - *An economically-viable and stable Country X, without the capability to coerce its neighbors.*
- An example of a military end state is:
  - *Country X is unable to project military power against its neighbors.*
- Some examples of termination criteria are:

- *Country Y's borders are secure.*
- *Country Y's national army is sufficient to prevent internal rebellion.*
- *Country X no longer poses an offensive capability robust enough to defeat countries within the region.*

(4) **Tendencies and Potentials.** In developing an understanding of interactions and relationships in the OE, commanders and staffs consider observed tendencies and potentials in their analyses. Tendencies reflect the inclination to think or behave in a certain manner. Tendencies are not considered deterministic but rather model thoughts or behaviors. Tendencies help identify the range of possibilities that may develop with or without external influence. **Planners must** describe the key conditions that must exist in the future OE to achieve the objectives. Planners should put a temporal aspect to this set of conditions to be able to conduct feasibility and acceptability analyses. Determine the relevant actor's objectives that affect the OE. Each participant will have different sets of conditions for achieving their respective objectives. Relevant actors who oppose US and partner nations' objectives can be expected to take actions to thwart those objectives. Others, whether neutral or friendly, may not have an opposing mindset, but may have desired conditions (including their unintended consequences) that jeopardize achievement of the JFC's objectives. (Draft JP 5-0, pp. IV-10-11)

**e. STEP 4 Define the Problem.** As the JFC's understanding of the environment matures, tensions and problems come into sharper focus. The commander tries to find the explanation for the conflict through framing the problem. Though the root causes of the problem may be identifiable, they may not be solvable. The planning team is trying to find the problem(s) that can be mitigated or managed which will ultimately help achieve the conditions of the desired end state. This includes seeking a clear understanding of which of the resulting tensions must be addressed to achieve the desired end state, as well as where there are opportunities presented by the convergence with other actors' desired conditions. Once again, a decent analogy is that the problem the CCMD decides to address is its logical AO, the problems just outside the frame that will influence the problem is the logical Area of Influence, and the parts of the problem that must be monitored but not acted upon is the logical Area of Interest.

Commanders may ask questions like:

- *What needs to change?*
- *What doesn't need to change?*
- *What are the opportunities and threats?*
- *How do we go from the existing conditions to the desired conditions?*

- *What tensions exist between the current and desired conditions?*
- *What tensions exist between our desired conditions and our adversaries' desired conditions?*
- *What are the risks in going to the desired conditions?*

**Define the problem.** Defining the problem is essential to addressing the problem. It involves understanding and isolating the root causes of the issue that are the essence of a complex, ill-defined problem. Defining the problem begins with a review of the tendencies and potentials of the relevant actors and identifying the relationships and interactions among their respective desired conditions and objectives. The problem statement articulates how the operational variables can be expected to resist or facilitate transformation of current conditions and how inertia in the OE can be leveraged to enable the desired conditions to achieve the objectives. (Draft JP 5-0, IV-11)

- The problem statement identifies the areas that when successfully acted upon, will help transform the existing condition into the desired condition...It identifies areas of tension, competition, and contested environments—as well as opportunities and challenges—that commanders must address to transform current or anticipated conditions to achieve the desired objective.
- Tension is the resistance or friction among and between participants. The commander and staff identify the tension by analyzing tendencies and potentials within the OE.
- Critical to defining the problem is determining what needs to be acted on to reconcile the differences between existing and desired conditions. (Draft JP 5-0, pp. IV-11-12)
- 

The JFC and staff must identify and articulate: the tension between the current OE and the desired conditions at the objective or military end state; decide what must change within the OE and what may remain the same to arrive at the objective or military end state; the threats and opportunities that may help or hinder attainment of the objective or military end state; and the operational limitations. A clear, concise, and precise problem statement is essential to provide definitive focus for development of a plan. The problem statement is the planner's answer to the question "what's going on here?" In other words, what situation or condition is threatening or presenting an opportunity, for which interests, and how. The problem statement considers how tension and competition affect the OE by identifying pathways to transform current conditions in new, more desirable conditions. (Draft JP 5-0, p. IV-13, underline added for emphasis).

An example problem statement follows:

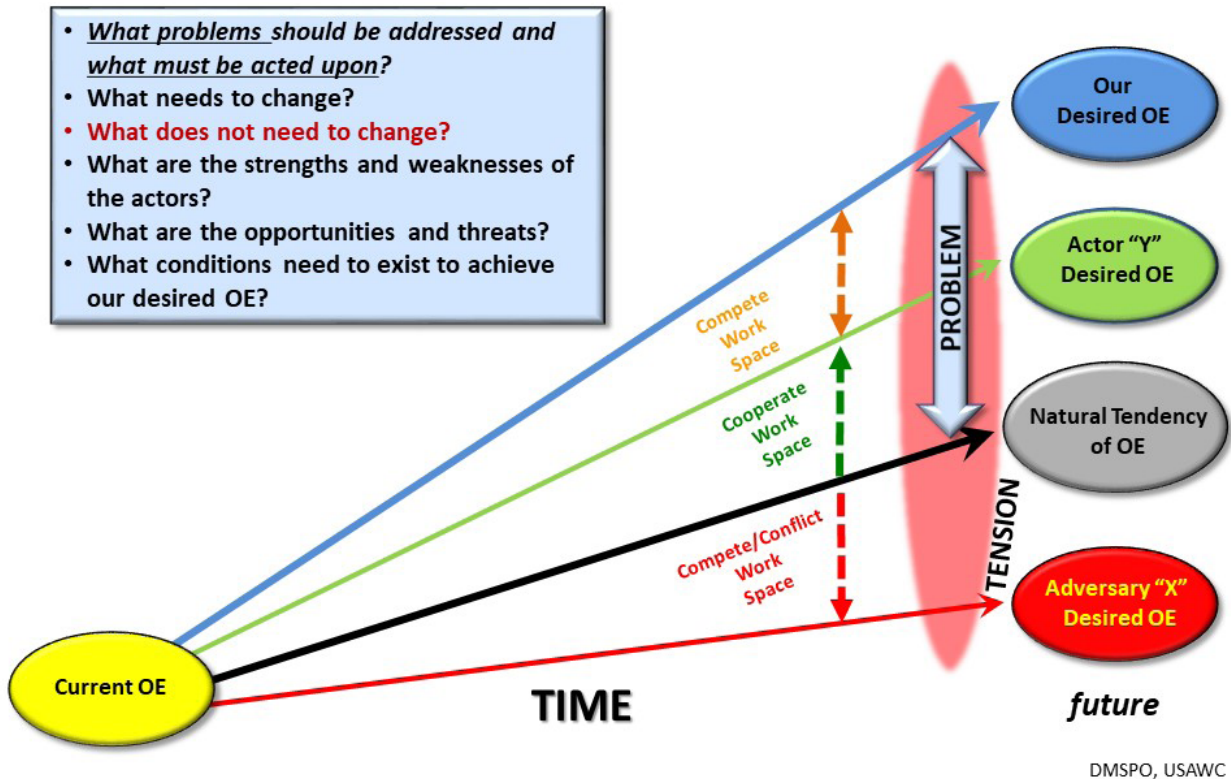
*The inability of Afghan National Security Forces (ANSF) to defeat insurgent and jihadist forces within Afghanistan, despite access to external financing and resources, threatens the U.S. objective of withdrawing its combat formations within the next two years.*

Alternatively, a problem narrative may be used:

*Insurgent and jihadist forces still hold the security of Afghanistan at risk. The ANSF is not yet ready to assume full security responsibilities from the International Security Assistance Force (ISAF) and it is not clear that they will be able to sustain security after transition, even with enough financial and resource support from outside entities. Within the next two years, the ANSF must complete the transition of security responsibilities from ISAF and be capable of providing security within Afghanistan. The ANSF will need continuing and residual assistance to reach these conditions.*

*The United States desires a 'Free and Open Indo-Pacific' where all states are secure in their sovereignty and territorial integrity, enjoy freedom, peace, and prosperity, and respect the rights of other nations, and follow established norms of international behavior. The People's Republic of China (PRC) is a malign actor in the region, and has made extraterritorial claims in the East and South China Seas, militarized these areas, has used tactics of coercive gradualism, flaunted the accepted rules of international behavior, and has developed advanced weapons systems. The U.S. Joint Force is now in a hypercompetitive security environment where changes in force capability, presence, posture, international relations and partnerships, threats to access, and international, intra-regional, and domestic public opinion are constant.*

**PROBLEM: What is preventing us from reaching our desired conditions?**



DMSPO, USAWC

**Figure 3-6: Tensions that Describe the Problem (Army War College)**

Though it is important to understand the root causes of the divergence of the OE from the desired end state conditions, the planning team may not be able to, or even need to, address the root causes to achieve the desired conditions. Instead, they should be interested in identifying their problem(s) – and what they must do to achieve their desired conditions. For example, if the planning team is in a combatant command, the operational approach will be to apply military power in coordination with other instruments of national power to achieve desired military conditions. Operational design might reveal several problems well beyond the remit of the JFC. In these cases, multinational partners, other governmental, or non-governmental agencies should take the lead to resolve or manage them.

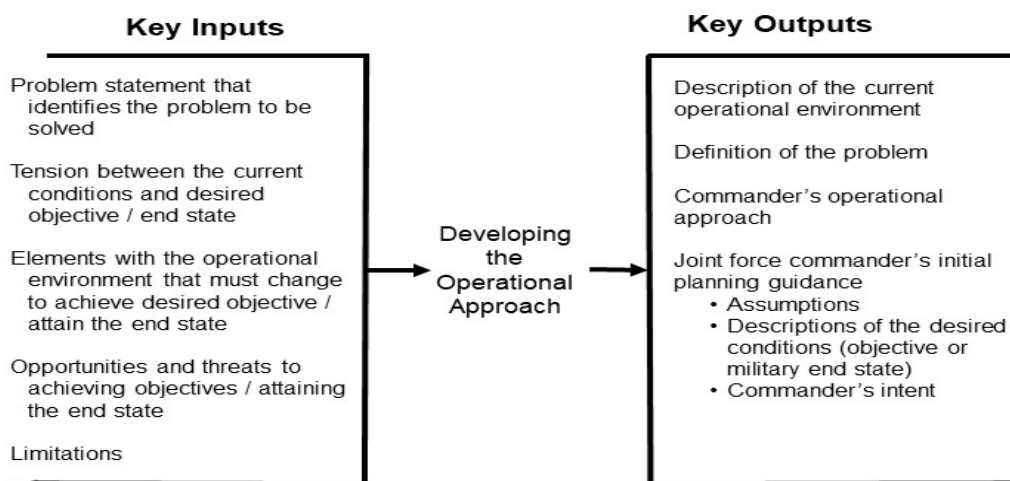
f. **STEP 5 Identify Assumptions.** This is a new step added to Operational Design in Draft JP 5-0. Where there is insufficient information or guidance, the commander and staff identify assumptions to assist in framing solutions. At this stage, assumptions address strategic and operational gaps that enable the commander to develop the operational approach... Assumptions should be phrased in terms of will or will



not (rather than using “should” or “may”) to establish specific conditions that enable planning to continue. Assumptions should: be kept to a minimum; only address gaps in information or guidance essential to the plan’s success; address key and critical decisions required by senior leaders to continue planning; not assume away likely hostile COA or a friendly inability to execute or sustain the plan in a manner that might cause it to fail. Commanders and staff should review strategic guidance and direction to see if any assumptions are imposed on the planning process. They should also regularly discuss planning assumptions with supporting CCDRs, OSD, and DOD leadership to see if there are changes in the strategic environment, OE, global requirements, policy, or guidance that affect the planning assumptions (examples could be basing or access permissions, allied or multinational contributions, alert and warning decision timelines, or anticipated threat actions and reactions). (Draft JP 5-0, pp. IV-13-14)

**g. STEP 6 Develop Operational Approaches.** The conceptualization of this operational approach results from a synthesis of the understanding gained up to that of the strategic guidance and Operational Environment (OE). The purpose of developing the operational approach is threefold. It provides the foundation of the commander’s planning guidance; it provides the model for execution of the campaign or operation and development of associated assessments; and it enables better understanding of the OE and the problem.

### Operational Design: Developing the Operational Approach



**NOTES:**

1. Support the joint planning process step 1 (planning initiation)
2. All inputs/outputs are reviewed throughout the planning process and updated as changes occur in the operational environment, the problem, or the strategic guidance.

**Figure: 3-7: Develop an Operational Approach (Figure IV-5 in Draft JP 5-0)**



(a) The operational approach is a commander's description of the broad actions the force can take to achieve an objective in support of the national objective or attain a military end state. The operational approach is based largely on an understanding of the OE and the problem facing the JFC (**see Figure 3-6**). A discussion of operational approaches within and between options forms the basis of the IPRs between the CCDR and SecDef and staff (to ensure consistency with US policy and national objectives). Once SecDef approves the approach, it provides the basis for beginning, continuing, or completing detailed planning. The JFC and staff should continually review, update, and modify the approach as policy, the OE, end states, or the problem change. This requires frequent and continuing dialogue at all levels of command. (Draft JP 5-0, p. IV-14)

(b) Having gained an appreciation for the OE and defined the problem Commanders develop their broad operational approach for transforming current conditions into desired conditions. The operational approach will underpin the operation and the detailed planning that follows. The JFC and staff continually refine the operational approach as detailed planning occurs. The operational approach is refined as operations are conducted and understanding of the problem, the OE, and how joint force actions impact them increases. (Draft JP 5-0, p. IV-16)

(c) Elements of Operational Design. Whereas Draft JP 5-0 does not specifically address the Elements of Operational Design while defining the development of the Operational Approach, it is during this stage of the Op Design methodology where the elements stand out the most. Draft JP 5-0 divides the Elements of Operational Design into **four broad categories: overarching, the space of the OE, time, and forces**. The Elements of Operational Design should be integrated with the joint functions and principles of joint operations. Army Design Methodology uses ten of these elements as "elements of operational art": end state and conditions, center of gravity, decisive points, lines of operations and lines of effort, operational reach, basing, tempo, phasing and transitions, culmination, and risk (ATP 5-0.1, p. 1-5).

(d) Overarching Elements of Operational Design. Elements of operational design are those that drive the operation. Some, such as the objective or military end state, may be provided in higher level guidance. Others, such as the COG, effects, and culmination, must be determined from planners' analysis of the OE and other considerations such as available forces and time. (Draft JP 5-0, p. IV-19)

1. Objective. **The objective is the single most important element of operational design.** The objective is why the mission is being conducted and should be determined first. **Objectives may be broad**

or defined by a military end state as directed or informed by policy and strategy.

- Military missions are conducted to achieve objectives and are linked to national objectives.
- **An objective is clearly defined, decisive, and attainable.** Joint planning integrates military actions and capabilities with other instruments of national power in time, space, and purpose to provide unity of effort to achieve the JFC's military objectives; which contributes to strategic national objectives.
- **In JSCP-directed campaign plans, objectives (and their subordinate conditions or effects) rather than an end state, define the path of the command's actions in contributing to national objectives.**
- A clear and concise end state enables planners to better examine objectives that must be achieved to attain the desired end state.
- Achieving objectives ties execution of tactical tasks to reaching the military end state.
- There are four primary considerations for an objective:
  - An objective establishes a single result.
  - An objective (and its associated conditions/effects) should link directly or indirectly to higher-level objectives (and their associated conditions/effects) or to the end state (nested). Planners need to know the higher-level objective and should be able to identify how their objective supports the next higher level objective.
  - An objective is specific and unambiguous.
  - An objective does not imply ways and/or means—it is not written as a task. (Draft JP 5-0, p. IV-21)

Examples of military objectives might be:

*Pre-hostility borders between Country X and Country Y restored.*

*Country X's offensive military capabilities reduced to a level that prevents it from attacking neighboring countries.*

*Country X no longer supports regional insurgent and/or terrorist groups that threaten stability in neighboring countries.*

*Country X possesses only defensive capabilities and is integrated into regional cooperative defense arrangements.*

**2. Military End State.** A military end state is the set of required conditions that defines achievement of all military objectives. Once the objective is identified, planners have to define the mili-

tary-related conditions that, once accomplished, lead to achievement of the objective. It normally represents **a point in time and/or circumstances beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives.**

- Clearly defining the military end state promotes unity of effort, facilitates synchronization, and helps clarify (and may reduce) the risk associated with the campaign or operation.
- Commanders and their staffs think through the conditions and behaviors that must exist to conclude military-led operations on terms favorable to the United States and its partners. A hasty or ill-defined end to the operation may bring with it the possibility an enemy will renew hostilities or third-parties may interfere and potentially renew hostilities.
- Military end state should account for a wide variety of operational tasks the joint force may need to accomplish, to include disengagement, force protection, and appropriate transition to competition.
- Military end states are briefed to SecDef as part of the IPR process to ensure the military end states support policy objectives. Once approved, however, the criteria may change... **Any change could result in modifications to the military end state as well as the commander's operational approach.** (Draft JP 5-0, p. IV-22)

3. Center of Gravity (COG) should be reviewed in its entirety in Draft JP 5-0 given then extensive discussion associated with this concept. **The COG is the source of power or strength that enables a military force to achieve its objective and is what an opposing force can orient its actions against that will lead to enemy failure.**

- COGs are determined by their impact on the military end state. Success requires protecting the friendly COG while defeating the enemy COG.
- COGs can exist at different levels.
  - at the strategic level, a COG could be a military force, an alliance, political or military leaders, a set of critical capabilities or functions, or national will
  - at the operational level, a COG is often associated with the threat's military capabilities
- COGs may change in time as the strategic environment or OE changes
- COGs exist in an adversarial context involving a clash of moral wills and physical strengths.
- COGs do not exist in a strategic or operational vacuum; they are formed out of the relationships between adversaries and enemies.

- Commanders, therefore, must not only consider their threat's COGs, but they must also identify and protect their own.
- The COG construct is useful as an analytical tool to help commanders analyze friendly and adversary or enemy sources of strength as well as weaknesses and vulnerabilities.
- This analysis is a linchpin in the planning effort. Planners in all sections on the joint force staff conduct similar analysis to identify friendly COGs and their strengths and weaknesses.
- Once COGs have been approved, JFCs and their staffs determine how to attack enemy COGs while protecting friendly COGs.
- A CCP may have multiple COGs if it includes operations along multiple, independent LOEs. Without a well-defined threat there will often be no enemy or adversary COG.
- **Identifying a COG**
  - Critical factors analysis is a framework to assist in analyzing and identifying a COG and to aid operational planning against threat networks within the OE
  - The analysis should identify the threat's critical strengths. Critical strengths are capabilities considered essential for achieving a given or assumed military objective.
  - The analysis of networks considers both tangible and intangible factors
  - Commanders and planners must also envision how friendly forces and actions appear from the threat's viewpoints. Otherwise, the JFC and the staff may fall into the trap of ascribing to the threat attitudes, values, and reactions that mirror their own. A rational decision in the threat's perspective may appear irrational from the friendly perspective.
- Once planners have identified the likely threat COG, they need to identify the best method to attack or weaken it (see Figure IV-8). This process forms the core of COA development and assists with the identification of missions and tasks.
- In general, a JFC must possess sufficient operational reach and combat power or other relevant capabilities to take advantage of an enemy's critical vulnerabilities while protecting friendly critical capabilities within the operational reach of an enemy.
  - Critical capabilities are the primary abilities essential to the accomplishment of the mission.
  - Critical requirements are essential conditions, resources, and means the COG requires to employ the critical capability.
  - Critical vulnerabilities are aspects of critical requirements vulnerable to attack.

- **Identification of COGs**, while important to the planning process, must be paired with continuous evaluation because COGs and critical vulnerabilities may change during the campaign due to the interactive nature of warfare and changes in the objectives of either combatant.
- planners should consider:
  - Will the joint force achieve its objectives if the threat COG is destroyed?
  - Does accomplishment of this mission lead to the achievement of the objective?
  - If the COG is destroyed, what gaps, weaknesses, vulnerabilities, or vacuums will it create that may create unforeseen consequences (second- and third-order effects)?
  - Is a direct attack on the COG feasible or desirable?
- The COG may be too difficult to attack or influence due to insufficient forces, complexity, or enemy or adversary defenses. In this case, an indirect approach may be more feasible than a direct attack.
- **Just because you can, doesn't mean you should.** Consideration must be placed on whether total collapse of the enemy or system is commensurate with the objectives and end state. Striking a COG could lead to escalation or fracturing of the system that might leave the commander and planning staffs with multiple unforeseen consequences resulting in the complexity and risk of the mission increasing. Even if the commander and planning staffs identify a COG critical to an enemy, it may not be advantageous to strike it if the commander wants to avoid second- and third-order effects or the overall objective is to ensure stability within the system.
- Planners may recommend affecting smaller elements of the whole enabling continued balance until the entire problem is reduced to manageable parts or the COG changes,
- Planners must take into consideration that as the system changes, the COG may change in relation to the remaining whole.
- COG analysis may require operations to strengthen or protect the friendly COG, such as building interoperability with allies and partners. (Draft JP 5-0, pp. IV-22-27)

*For more information on COGs and the systems perspective, see JP 2-01.3, Joint Intelligence Preparation of the Operational Environment.*

**4. Effects** An effect is a physical and/or behavioral state of a system that results from an action, a set of actions, or another effect. A desired effect can be thought of as a condition that can support achieving an associated objective and an undesired effect is a condition that can inhibit progress toward an objective.

- There are four primary considerations for writing a desired effect statement.
  - Each desired effect should link directly to one or more objectives.
  - The effect should be measurable. However, cognitive effects are not easily measured and planners must identify indicators to enable assessment of these effects.
  - The statement should not specify ways and means for accomplishment.
  - The effect should be distinguishable from the objective it supports as a condition for success, not as another objective or a task.
- Partners, particularly local relevant actors, can provide additional information and perspective that can help mitigate surprise from hard-to-predict effects or avoid unintended consequences.
- The use of effects in planning can help commanders determine the tasks required to achieve objectives.
- Effects also enable a more intentional linking with higher level objectives' required effects.
- Monitoring progress toward creating desired effects and avoiding undesired effects continues throughout execution.

**5. Culmination.** Culmination is that point in time and/or space when the operation can no longer maintain momentum.

- In the offense, the culminating point is when effectively continuing the attack is no longer possible and the force must consider reverting to a defensive posture or attempting an operational pause...Success in the attack at all levels is to secure the objective before reaching culmination.
- A defender reaches culmination when the defending force no longer has the capability to go on the counteroffensive or defend successfully.
- During stabilization efforts, culmination may result from the erosion of national will, decline of popular support, questions concerning legitimacy or restraint, or a political resolution.
- Three-letter acronyms—EBO and MDO—accompanied by buzzwords such as, “information dominance, decisive maneuver, and shock and awe” do not change the fact that the OE remains governed by Newtonian physics. The JFC must ensure forces arrive at the appropriate times and places to support the campaign **and that sufficient resources are available in the later stages of the campaign.** Integration and synchronization of sustainment with combat operations can forestall culmination and help commanders control the tempo of their operations...theater logistic planners forecast the drain on resources associated with conducting operations over

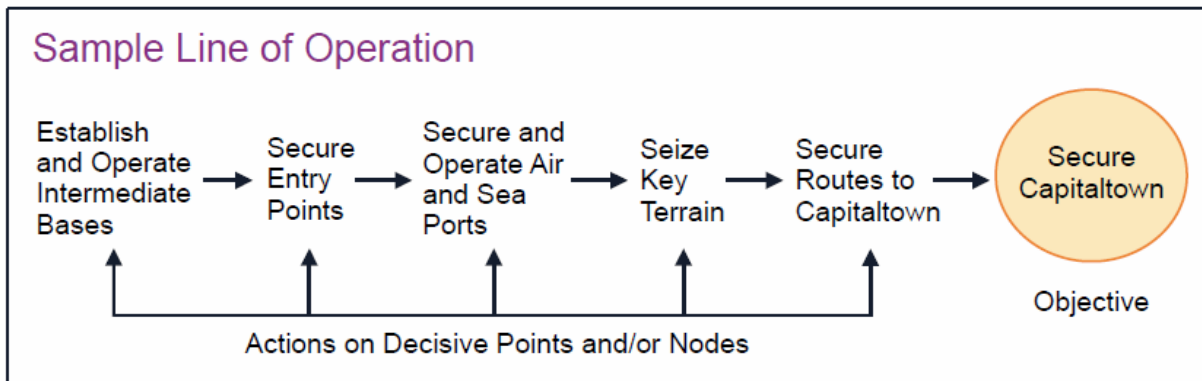
extended distance and time. They respond by generating enough military resources at the right times and places to enable their commanders to achieve military strategic and operational objectives before reaching their culminating points. **If commanders cannot generate these resources, they should revise their CONOPS.** (Draft JP 5-0, p. IV-29, emphasis added)

(a) **The Space of the OE, Elements of Operational Design.** The **OE** includes tangible and intangible factors that affect combat and support operations. Tangible factors include, but are not limited to, physical size, weather/climate, and geography (including lines of communication, distances, interior/exterior lines). Intangible factors include culture (including gender considerations), the information environment (including cyberspace), and population. (Draft JP 5-0, pp. IV-29-30)

**1. Lines of Operation(LOO) and Lines of Effort (LOE).** Planners...identify the method of organizing the operation to achieve the objective. The two primary methods are LOOs and LOEs.

- **LOOs** defines the interior or exterior orientation of the force in relation to the adversary COG that connects actions on nodes and/or decisive points related in time and space to an objective(s).
- **LOOs describe and connect a series of decisive actions that lead to control of a geographic or force-oriented objective (see Figure IV-10).** Combat operations are typically planned using LOOs. Commanders synchronize activities along complementary LOOs to attain the military end state.
  - A force operates on **interior lines** when its operations diverge from a central point. Interior lines usually represent central position where a friendly force can reinforce or concentrate its elements faster than the enemy force can reposition. With interior lines, friendly forces are closer to separate enemy forces than the enemy forces are to one another. Interior lines enable an isolated force to mass combat power against a specific portion of an enemy force by shifting capabilities more rapidly than the enemy can react.
  - A force operates on **exterior lines** when its operations converge on the enemy. Operations on exterior lines offer opportunities to encircle and annihilate an enemy force. However, these operations typically require a force stronger or more mobile than the enemy.
- The relevance of interior and exterior lines depends on the time and distance relationship between the opposing forces.



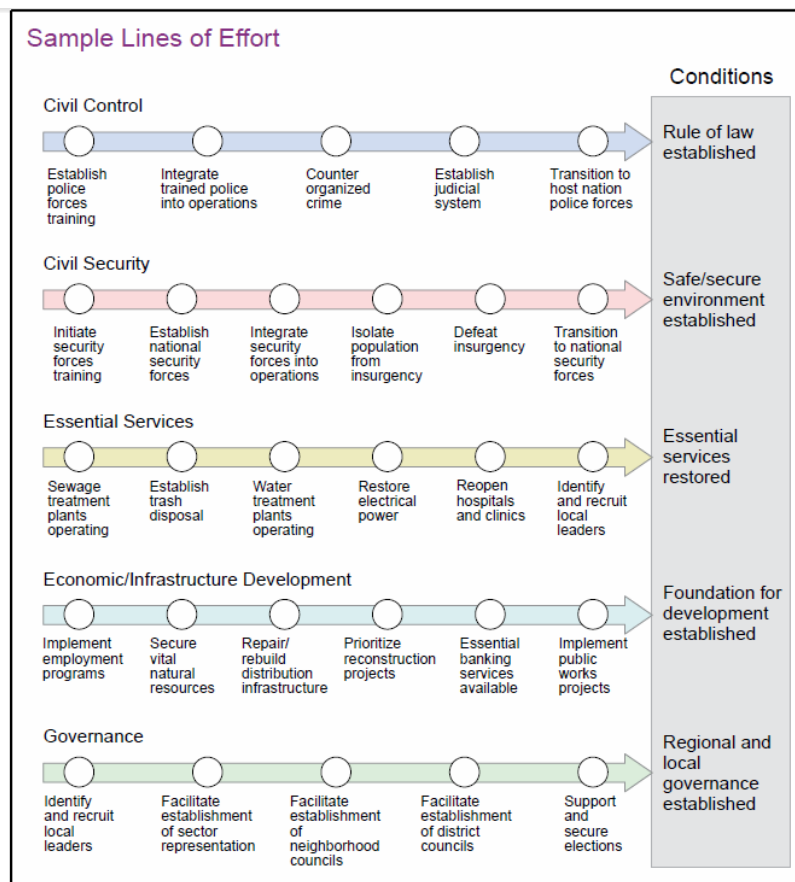


**Figure 3-8: Sample Line of Operation (Figure IV-10 in Draft JP 5-0)**

- LOEs links multiple tasks and missions using the logic of purpose–cause and effect–to focus efforts toward establishing operational-level objectives that can lead to strategic objectives.
- LOEs provide utility to operational design when positional references to an adversary or enemy have little relevance, such as in counterinsurgency operations or stability activities.
- In operations involving many nonmilitary factors, they may be the only way to link tasks, effects, conditions, and the desired end state (see Figure IV-11).
- LOEs and mission areas are often essential to helping commanders visualize how military capabilities can support the other instruments of national power.
- Commanders typically visualize stability activities along LOEs. For stability activities, commanders may consider linking primary stability tasks to their corresponding DOS post-conflict technical sectors. These stability tasks link military actions with the broader interagency effort across the levels of warfare. A full array of LOEs might include offensive and defensive lines, a line for public affairs and other information activities, and a line for counter-threat finance. All typically produce effects across multiple LOEs.
- Planners should focus LOEs for military plans on what the military does even though many LOEs require more than one instrument of national power to effectively achieve the desired objective.
- LOEs should include awareness of, and support for, other instruments of national power when relevant, especially when

those instruments are more likely to attain the strategic ends the military is supporting.

- Planners should remain aware that other departments and agencies lack the military's capacity and therefore need to actively seek participation from other organizations on overarching issues and critical specifics at the right time.
- **Combining LOOs and LOEs.** Commanders may use both LOOs and LOEs to connect objectives to a central, unifying purpose. This combination helps commanders incorporate stability tasks necessary to attain the end state into their operational approach and allows commanders to consider the less tangible aspects of the OE, where the other instruments of national power or nontraditional military activities may dominate.



**Figure 3-9: Sample Lines of Effort (Figure IV-11 in Draft JP 5-0)**

2. Decisive Points. A decisive point is key terrain, key event, critical factor, or function that, when acted upon, enables a commander to gain a marked advantage over an enemy or contributes

materially to achieving success (e.g., creating a desired effect, achieving an objective).

- Decisive points can be terrain features such as a constricted sea lane, a hill, or a geosynchronous orbit.
  - Decisive points can be specific things like a weapons of mass destruction material cache or facility, an air base...a command posts, a satellite downlink station, or an undersea cable.
  - Key events may also be decisive points, such as achievement of air, space, or maritime superiority.
  - When dealing with an irregular threat, commanders and their staffs should consider how actions against decisive points affect not only the threat, but also the relevant population's perception of threat and friendly forces.
  - The most important decisive points can be determined from analysis of critical factors. Understanding the relationship between a COG's critical capabilities, requirements, and vulnerabilities can illuminate direct and indirect approaches to the COG. It is likely most of these critical factors are decisive points and should be addressed further in the planning process.
  - There may often be cases where the JFC's combat power and other capabilities are insufficient to affect the enemy's or adversary's COGs rapidly with a single action.
    - The supported JFC must selectively focus a series of actions against the enemy's or adversary's critical vulnerabilities until the cumulative effects of these actions lead to mission success.
    - The indirect approach may offer the most effective method to exploit enemy and adversary critical vulnerabilities through the identification of decisive points. **Although decisive points usually are not COGs, they are the keys to attacking or protecting them.** (Draft JP 5-0, p. IV-33)
- 
- At times, the planning team may not be able to find a vulnerability associated with a critical capability, and instead may have to attack its strength to uncover or create a vulnerability that can be exploited. Exploitation of one vulnerability in one area may well expose vulnerabilities in other areas. For example, disruption of a cellular phone network may cause the enemy to increase use of couriers. This traffic could uncover a key transit route for forces or supplies, which can then be monitored and attacked at the appropriate times.
  - The team must determine and prioritize which vulnerabilities, capabilities, or key events offer the best opportunity to achieve the effects on the OE that will lead to accomplishing our objectives. Some potential DPs may be:

- *In-theater ports, airfields, rail lines, or roads needed for deployment/operational movement.*
- *Maritime or land choke points at canals, straits, or mountain passes.*
- *Training infrastructure for host-nation security forces.*
- *Country Z begins conducting effective counterinsurgency operations.*
- *Credible national and local elections ensure equal freedom of movement and safety for women. For more information on the meaningful participation of women, see Appendix H.*
- **Decisive points can and should often be converted into intermediate objectives on a LOO or LOE.** Using the first example DP above, an intermediate objective might be *secure in-theater ports, airfields, rail lines, and roads needed for deployment/operational movement*. DPs or the resultant intermediate objectives can be organized and placed into LOOs or LOEs to provide a framework for the commander to describe his visualization of a campaign. They enable the command to organize the coordination and synchronization of joint, combined, and interagency action.

**3. Direct and Indirect Approach.** The approach is the manner in which a commander contends with a COG. **A direct approach attacks the enemy's COG or principal strength by applying combat power directly against it.** However, COGs are generally well protected and not vulnerable to a direct approach. Thus, commanders usually choose an indirect approach. **An indirect approach attacks the enemy's COG by applying combat power against critical vulnerabilities that lead to the defeat of the COG while avoiding enemy strength.**

- Direct attacks against adversary or enemy COGs resulting in their neutralization or destruction provide the most direct path to victory.
- Commanders normally attack COGs directly when they have superior forces, a qualitative advantage in leadership, and/or technological superiority over enemy weapon systems.
- When direct attack is not a reasonable solution...indirect approach[es] **offer a means to set conditions** that permit successful direct attacks (see Figure IV-12 in Draft JP 5-0, p. IV-34).
- At the strategic level, indirect methods of defeating the enemy's or adversary's COG could include depriving them of allies or friends, enacting sanctions, weakening the national will to fight by undermining the public support, and breaking up cohesion of the threat alliances or coalitions.
- At the operational level, the most common indirect method of defeating an enemy's COGs is to conduct a series of attacks against selected aspects of the enemy's combat power.
  - Indirect methods of attacking the enemy's COGs (through critical vulnerabilities) could entail reducing the enemy's operational reach, isolating the force from its C2,

and destroying or suppressing key protection functions such as air defense.

- in irregular warfare, a persistent indirect approach helps enable a legitimate and capable local partner to address the conflict's causes and to provide security, good governance, and economic development. (Draft JP 5-0, p.IV-33-35).

**4. Operational Reach. Operational reach is the distance and duration a cross which a joint force can successfully employ military capabilities.**

- Reach may be constrained by the geography, threats, and environmental conditions in and around the OA.
- Reach may be extended through forward positioning of capabilities and resources, using information activities, increasing the range and effectiveness of weapon systems, leveraging HNS and contracted support, and maximizing the throughput efficiency of the distribution architecture.
- Operational reach can be unintended. Joint force messages and images may reach outside of the OA to unintended audiences creating effects that are contrary to the JFC's objectives. This type of operational reach can be mitigated with properly synchronized communication and proper execution of operations security procedures.
- Operational reach is inextricably tied to the construct of LOOs. The geography surrounding and separating our threats influences operational reach. Locating forces, reserves, bases, pre-positioned equipment sets, and logistics forward extends operational reach.
- Operational reach affected by increasing the range of weapons and by improving transportation availability and the effectiveness of lines of communications and throughput capability. Given the appropriate level of superiority, some forces, such as air, space, and cyberspace, maintain a responsive global capability that significantly extends operational reach.
- For any given campaign or major operation, there is a finite range beyond which predominant elements of the joint force cannot prudently operate or maintain effective operations.
- Basing, in the broadest sense, is an indispensable part of operational art, since it is tied to the construct of LOOs and directly affects operational reach. Basing directly affects the combat power and other capabilities a joint force can generate.
- the arrangement and positioning of advanced bases (often in austere, rapidly emplaced configurations) underwrites the ability of the joint force to shield its components from enemy and adversary action and deliver symmetric and asymmetric attacks.

- Bases are typically selected to be within operational reach of enemies and adversaries.
  - They require: sufficient infrastructure, including ports and airfields, and diplomatic support... some degree of security from attack.
  - Enemies and adversaries will likely try to develop anti-access or area denial capabilities to prevent the buildup and sustainment of forces. (Draft JP 5-0, pp. IV-35-36)

*See JP 3-0, Joint Operations, for additional considerations in organizing the OA for joint operations.*

### (c) Time, Elements of Operational Design

**(1) Arranging Operations** Commanders must determine the best arrangement of joint force and component operations to conduct the assigned tasks and joint force mission. This arrangement often will be a combination of simultaneous and sequential operations to attain the end state conditions with the least cost in personnel and other resources...Thinking about the best arrangement helps determine the tempo of activities in time, space, and purpose. Planners consider simultaneity, depth, timing, and tempo when arranging operations. Phases, branches and sequels, operational pauses, and the development of a notional TPFDD all improve the ability of the planner to arrange, manage, and execute complex operations.

**Simultaneity refers to the simultaneous application of integrated military and nonmilitary power against an enemy's or adversary's key capabilities and sources of strength.**

- **Simultaneity also refers to the concurrent conduct of operations at the tactical, operational, and strategic levels.** Because of the inherent interrelationships between the various levels of warfare, commanders cannot be concerned only with events at their respective echelon. Commanders at all levels must understand how their actions contribute to the military end state.
- The joint force should conduct operations at a tempo and time that maximizes the effectiveness of friendly capabilities and inhibits enemies and adversaries.
- The tempo of warfare has increased over time as technological advancements and innovative doctrines have been applied to military operations. **Commanders modulate the tempo of operations in the OE to their advantage.**
- Several tools are available to planners to assist with arranging operations.

**Phases.** Phasing is a way to organize and conduct a complex joint

operation in manageable parts. The phases are unique for each operation or campaign as a tool to integrate and synchronize related activities, thereby enhancing C2 to improve flexibility and unity of effort during execution...Phases in a contingency plan are sequential, but during execution there are often some simultaneous and overlapping activities between the phases. In a campaign, a phase can consist of one or more operations in varying scope, scale, and geographic location; while within an operation, a phase normally consists of several subordinate tasks, or a series of related activities.

- **A phase can be characterized by the focus that is placed on it.** Phases are distinct in time, terrain, or purpose, but must be planned in mutual support and should represent a natural progression and subdivision of the campaign or operation. Each phase should have starting conditions and ending conditions. The ending conditions of one phase are the starting conditions for the next phase.
- Phases are linked and gain significance in the larger context of the campaign. As such, it is imperative that the campaign not be broken down into numerous arbitrary components that may inhibit tempo and lead to a plodding, incremental approach. Since a campaign is required whenever pursuit of a strategic objective is not achievable through a single major operation, the theater operational design includes provisions for related phases that may or may not be executed.
- Phases do not overlap, activities from one phase may continue into subsequent phases...Each phase should represent a natural subdivision of the campaign or operation's intermediate objectives...a phase represents a definitive stage during which a large portion of the forces and joint/multinational capabilities are involved in similar or mutually supporting activities.
- Phasing should be conceived in condition-driven rather than time-driven terms. However, resource availability depends in large part on time-constrained activities and factors—such as sustainment or deployment rates—rather than the events associated with the operation...planners reconcile the reality of time-oriented deployment of forces and sustainment with the condition-driven phasing of operations.
- Phasing must address how the joint force will avoid reaching a culminating point.
- Commanders determine the number and purpose of phases used during a campaign or operation.
- Commanders and planners establish conditions, objectives, or events for transitioning from one phase to another and plans sequels and branches for contingencies.



- Transitions between phases are planned as distinct shifts in focus by the joint force and may be accompanied by changes in command or support relationships.

**Branches and Sequels.** Are planned to enhance the commander's flexibility to preserve freedom of action in rapidly changing conditions. They are primarily used for changing deployments or direction of movement and accepting or declining combat.

- **Branches.** Branches are planned contingencies that provide a range of alternatives often built into the basic plan. **Branches add flexibility to plans by anticipating situations that could alter the basic plan.**
- **Sequels.** Sequels anticipate and plan for subsequent operations based on the possible outcomes of the current operation—victory, defeat, or stalemate.
- **Planned Branches and Sequels require Decision Points.** Such decision points capture in space or time decisions a commander must make. To aid the commander, planners develop synchronization matrices as well as a Decision Support Matrix (DSM) to link those decision points with the earliest and **latest timing of the decision**, the appropriate PIR (things the commander must know about the adversary, enemy, and the OE to make the decision), and FFIRs (things the commander must know about friendly forces to make the decision).

**Operational Pause** Joint forces conduct aggressive operations to maintain the initiative, however, there may be certain circumstances when this is not feasible due to logistic constraints or force shortfalls. **Operational pauses may be required when a major operation is reaching the end of its sustainability.** Executed properly, the enemy or adversary will lack sufficient combat power to threaten the joint force or regain the initiative during the pause.

- **Operational pauses are useful tools for obtaining the proper synchronization of sustainment and operations.**
- **When properly planned and sequenced, operational pauses ensure the JFC has sufficient forces to achieve strategic or operational objectives.**
- Operational pauses can **provide** opportunities for de-escalation or negotiation.
- **The primary drawback to operational pauses is the risk of forfeiting strategic or operational initiative.**

**(2) Anticipation.** Anticipation is key to effective planning. JFCs must consider what might happen and look for indicators of forecasted events. During execution, JFCs should remain alert for the unexpected and be prepared to exploit opportunities. JFCs continu-

ally gather information by personally observing and communicating with higher headquarters, subordinates, partner nations, and other organizations in the OA..Thorough wargaming assists JFCs in understanding and planning for the effects of operations as well as the effects they have on the enemy, adversary, interagency and multinational partners, and civilian population.

- A shared, common understanding of the OE aids commanders and their staffs in anticipating opportunities and challenges.
- Anticipation is critical to the decision-making process.
- Anticipation is not without risk. If a commander plans for an anticipated action from the enemy or adversary, the commander could be susceptible to deception efforts or having forces out of position should opportunities or threats appear in other places..Where possible, multiple or redundant sources of information should be employed to reduce risk in the decision-making process.

#### (d) Forces, Elements of Operational Design

**(1) Forces. Commanders and planners can plan campaigns and operations that focus on defeating either enemy or adversary forces, functions, or a combination of both.**

- Commanders and planners must know the technical capability of the enemy's or adversary's forces as well as their own.
- Commanders should also use available resources to understand the intangible aspects of the threat, such as their doctrine, leadership, and morale.
- JFCs can focus on destroying and disrupting critical enemy or adversary functions such as C2, sustainment, and protection. Attacking an enemy's or adversary's functions normally intends to destroy their balance; thereby creating vulnerabilities for exploitation.
- When determining whether functional attack should be the principal operational approach, JFCs should evaluate several variables within the context of anticipated events such as time required to cripple the enemy's or adversary's critical functions, time available to the JFC, the enemy's or adversary's current actions, and likely responses to such actions.

**(2) Force Employment Mechanisms.** Force employment mechanisms complement COG analysis. These mechanisms suggest ways to solve it [problems]. They provide a useful tool for describing how a JFC intends to achieve an operational or strategic objective and ensure understanding of the commander's intent by establishing common references for force employment.

- **Defeat Mechanisms.** Defeat mechanisms are the methods used by friendly forces in combat operations against an enemy force. Defeating an enemy means creating the conditions necessary to impose the desired strategic outcome on the enemy against the enemy's will to oppose or resist that outcome. These aim at defeating armed enemies through the organized application of force to kill, destroy, or capture. **The three basic defeat mechanisms are: destruction, attrition, and exhaustion.**

- Destruction aims to eliminate the ability of an enemy's armed forces ability to fight as a cohesive and coordinated organization.
- Attrition aims to disrupt, degrade, or neutralize an enemy's armed forces or war-making capabilities by applying combat power over time to have a cumulative operational or strategic impact, destroys the adversary's war-making capabilities over time.
- Exhaustion aims to impose unacceptable costs that erode the will of an enemy to continue fighting, even if that enemy is achieving tactical or even operational military success.
- Defeat mechanisms may include:
  - **Destroy.** Eliminate enemy forces and capabilities by applying combat power over time or a single, decisive attack.
  - **Dislocate.** Compel the enemy or adversary to expose forces by reacting to a specific action. This mechanism forces enemy or adversary commanders to either accept neutralization of part of their force or risk its destruction while repositioning.
  - **Disintegrate.** Exploit the effects of dislocation and destruction to shatter the enemy's coherence. This mechanism typically follows destruction and dislocation, coupled with the loss of capabilities that enemy commanders use to develop and maintain situational understanding.
  - **Isolate.** Limit the enemy or adversary's ability to conduct operations effectively by marginalizing critical capabilities or limiting the adversary's ability to influence events. This mechanism exposes the adversary to continued degradation through the massed effects of other defeat mechanisms.
  - **Disrupt.** Interrupt or reduce the effectiveness of an enemy's or adversary's operations and activities without significantly degrading their ability to conduct future operations and activities. This mechanism is appropri-

ate when policy, resource, or risk limitations prevent friendly forces from inflicting greater costs on an enemy or adversary.

- **Degrade.** Reduce an enemy's ability and/or will to conduct future operations and activities. This mechanism imposes greater costs on the enemy than disruption when policy, resource, or risk limitations prevent friendly forces from defeating an enemy militarily.
  - **Deny.** Prevent an enemy or adversary from achieving strategic objectives without significantly increasing resources or accepting higher risk. This mechanism is appropriate in competition, IW, or in a traditional economy of force operation when policy, resource, or risk limitations prevent friendly forces from defeating an enemy militarily.
  - **Neutralize.** Render an enemy's ability to conduct operations or activities ineffective without necessarily destroying or degrading the enemy's capabilities. To achieve this, planners should consider employing non-lethal weapons as an intermediate force capability for both counter personnel and counter material applications.
- **Stabilization Mechanisms.** Stabilization is an inherently political endeavor requiring aligning USG efforts—diplomatic engagement, foreign assistance, and defense—to create conditions in which locally legitimate authorities and systems can peaceably manage conflict and prevent violence. To the extent authorized by law, DOD plans and conducts stabilization in support of mission partners to counter subversion; prevent and mitigate conflict; and consolidate military gains in support of strategic objectives. If directed, and consistent with available authorities, DOD leads USG stabilization efforts in extreme situations and less permissive environments until it is feasible to transition lead responsibility to other USG departments and agencies. Stabilization mechanisms may include compel, control, influence, and support.
    - **Compel.** The threat or use of lethal or nonlethal force to establish control and dominance; affect behavioral change; enable USG or international stabilization efforts; or enforce cessation of hostilities, peace agreements, or other political arrangements. Legitimacy and compliance are interrelated. While legitimacy is vital to achieving and sustaining the compliance of local populations, compliance also depends on how the local populace perceives the joint or coalition force's abil-

ity to secure the OA and protect them from threats. The appropriate and discriminate use of force often forms a central component to success in stabilization activities; it closely ties to the perceived legitimacy of the joint force and supported local government. Depending on the circumstances, the threat or use of force can reinforce or complement efforts to stabilize a situation, gain consent, and ensure compliance with mandates and agreements. The misuse of force—or even the perceived threat of the misuse of force—can adversely affect the legitimacy of the mission or the joint or MNF conducting the mission.

- o **Control.** Establish public order and safety; secure borders, routes, sensitive sites, population centers, and individuals; physically occupy key terrain and facilities; and provide for the immediate needs of the population. DOD's core responsibility during stabilization is to support and reinforce the civilian efforts of the USG lead agencies consistent with available statutory authorities, primarily by providing forces in support of these missions. As a stabilization mechanism, control closely relates to the primary stabilization task: establish civil control. However, control is also fundamental to effective, enduring security. When combined with the stabilization mechanism compel, it is inherent to the activities that comprise disarmament, demobilization, and reintegration, as well as broader security sector reform programs. Without effective control, efforts to establish civil order—including efforts to establish both civil security and control over an area and its population—will not succeed. Establishing control requires time, patience, and coordinated, cooperative efforts across the OA.
- o **Influence.** To alter the opinions and attitudes of targeted populations. DOD considers how US or partner military forces promulgate a coherent narrative consistent with USG objectives to counter adversaries and affirm effective and legitimate local governance. DOD uses civil-military teams to integrate key instruments of national power that complement indigenous, international, allied, partner, civil society, and private entities to achieve stabilization objectives. Influence applies nonlethal capabilities to complement and reinforce the compelling and controlling effects of stability mechanisms. Influence also aims to effect behavioral change through nonlethal means. Results are more a product of public perception than a

measure of operational success. It reflects the ability of forces to operate successfully among the people of the HN, interacting with them consistently and positively while accomplishing the mission in support of advancing integrated USG stabilization efforts. Here, consistency of actions, words, and deeds is vital. Influence requires legitimacy, a thorough cultural understanding, and assessment of conflict to including intelligence collection and related activities to improve understanding of and ability to influence stability. Military forces must earn the trust and confidence of the people through the constructive activities. It contributes to success across the LOEs and engenders support among the people. Once achieved, influence is best maintained by consistently exhibiting respect for, and operating within, the cultural and societal norms of the local populace.

- o **Support.** To establish, reinforce, or set the conditions necessary for the other instruments of national power to function effectively. DOS is the overall lead federal agency for US stabilization efforts; the US Agency for International Development is the lead implementing agency for non-security US stabilization assistance; and DOD is a supporting element, including providing requisite security and reinforcing civilian efforts where appropriate and consistent with available statutory authorities. When required to achieve US objectives, and to the extent authorized by law, DOD reinforces and complements civilian-led stabilization efforts, including providing logistical support, services, and other enabling capabilities to other USG departments and agencies. DOD solicits participation from mission-critical USG departments and agencies to plan, exercise, and war-game stabilization aspects of military plans, including transition from combat operations. As such, this mechanism requires coordinating and cooperating closely with HN civilian agencies and assisting aid organizations as necessary to secure humanitarian access to vulnerable populations. The joint force brings unique expeditionary capabilities that can quickly address the immediate needs of the HN and local populace. This is typically achieved by combining a number of stabilization activities in collaboration with the interagency partners such as establishing civil security, providing access to dispute resolution, and delivering targeted basic services, and establishing a foundation for the return of displaced people and longer-term development. Improper-

ly used, support has the potential to destabilize a situation by disrupting local power structures.

- **Competition Mechanisms.** When military forces are employed in operations that do not rise to the level of armed conflict, in either supporting or supported roles, planners should identify competition mechanisms for use during periods of competition below the level of armed conflict. These mechanisms are ways to maintain or establish favorable conditions. (Draft JP 5-0, pp. IV-41-45)

**h. STEP 7 Identify decisions and decision points (external to the organization).**

During planning, commanders inform leadership of the decisions that will need to be made, when they will have to be made, and the uncertainty and risk accompanying decisions and delay. This provides military and civilian leaders a template and warning for decisions in advance and helps facilitate collaboration with interagency partners and allies to develop alternatives and exploit opportunities short of escalation. The decision matrix also identifies the expected indicators needed in support of operation assessment and intelligence requirements and collection plans.

- Decision points are the latest point in space and time when a commander can make a key decision concerning a specific COA. Initiating a decision is the point at which the commander and staff anticipate initiating actions that will result in a key decision.
- Commanders ensure senior leaders understand the risk and time lines associated with the decision points and the possible impacts on the mission of delayed decisions. (Draft JP 5-0, pp. IV-16-17)

**i. STEP 8 Refine the operational approach(es).** Throughout the planning processes, commanders and their staffs conduct formal and informal discussions at all levels of the chain of command, supporting CCDRs, and subordinate commands. These discussions:

- help refine assumptions, limitations, and decision points that could affect the operational approach and ensure the plan remains feasible, acceptable, and suitable
- allow the commander to adjust the operational approach based on feed back from the formal and informal discussions at all levels of command and other information.

**j. STEP 9 Prepare Planning Guidance. Develop Commander's Planning Guidance.** The commander provides a summary of the OE and the problem, along with a visualization of the operational approach, to the staff and to other partners through commander's planning guidance.



As time permits, the commander may have been able to apply operational design to think through the campaign or operation before the staff begins JPP.

The format for the commander's planning guidance varies based on the personality of the commander and the level of command, but should adequately describe the logic to the commander's understanding of the OE, the methodology for reaching the understanding of the problem, and a coherent description of the operational approach. It may include the following elements:

- **Describe the Strategic Environment.** Some combination of graphics showing key relationships and tensions and a narrative describing the strategic environment will help convey the commander's understanding to the staff and other partners. The description of the strategic environment must include assessed/anticipated enemy, adversary or other relevant actor actions that extend beyond the OA, particularly those that may impact deployment, distribution, and other critical strategic capabilities.
- **Describe the OE.** Some combination of graphics showing key relationships and tensions, and a narrative describing the OE, will help convey the commander's understanding to the staff and other partners. The description of the OE must include assessed and anticipated adversary, enemy, and other relevant actor action that could degrade, disrupt, or deny successful accomplishment of the unit's mission and achievement of assigned objectives.
- **Define the problem to be solved.** A narrative problem statement that includes a timeframe to solve the problem will best convey the commander's understanding of the problem.
- **Describe the operational approach.** A combination of a narrative describing objectives, decisive points, and potential mission areas, LOEs, and LOOs, with a summary of limitations (constraints and restraints) and risk (what can be accepted and what cannot be accepted) will help describe the operational approach.
- **Provide the commander's initial intent.** The commander should also include the initial intent in planning guidance. The commander's initial intent describes the purpose of the operations, desired national strategic objective, military end state, operational risks associated with the campaign or operation, and describes the desired conditions in terms of behaviors needed to support enduring outcomes. It also includes where the commander will and will not accept risk during the operation...Chapter I, "Joint Planning," discusses purpose, end state, and risk in more detail.
  - the intent may also include operational objectives, method, and effects guidance.

- o The commander may provide additional planning guidance, such as information management, resources, or specific effects that must be created or avoided.

**11. Organizing for Operational Design Work.** Key to success in using an operational design approach is a climate that encourages open dialogue and exchange of ideas. This exchange is not only internal to the organization, but also vertically with higher and lower echelons and horizontally with other relevant partners. It is through such interchange that a shared understanding and common vision can be achieved. While leaders and staffs at higher echelons may have a clear strategic understanding of the problem, those at lower levels are likely to have a better understanding of the realities of the local circumstances. **Merging these perspectives is crucial to achieving a common vision or synthesis, which can enable unity of effort.** For this reason, operational design is especially appealing in interagency and coalition efforts.

There are many ways to organize to do operational design work. The way that works for your organization depends on several aspects: the organizational climate; the degree to which the commander will be involved in the operational design work; the size, experience, and training of the staff; the amount of time available; and the degree of complexity of the problem. The team should be large enough to enable a range of diversity of perspective, but not so large as to preclude achieving some consensus on issues to keep the process moving forward. The team should seek diversity of perspective and should solicit subject matter expertise as needed to inform and broaden the discourse. Generally, higher level headquarters will have more staff and more time available, and will deal with greater levels of complexity than lower level headquarters. This suggests a larger team with more diverse representation.

While “Designers” and “Planners” are closely linked (and may even be the same people), their roles are very different. “Designers” focus on broadening their aperture, better understanding the context, making causal connections, and seeking new paradigms if necessary. They are focused on exploring and the art of decision making. “Planners” are focused on building the plan and the science of decision making. Both roles are required, but planners can solve the wrong problems if designers fail, and great solutions won’t be implemented if planners fail.

a. *Designer Roles.* To enable the proper balance between broad discourse and progress (after all, the goal is to produce a usable concept), the planning team leader may assign roles to team members:

- Someone to record the discussion and key results.
- Someone to capture ideas in graphical form (pens and whiteboards work well for this, especially when framing the environment).
- Someone to think about and develop metrics to test insights.
- Someone to facilitate the team discussion.
- Someone to play devil’s advocate to question assumptions (though all members must keep this in mind).

- Someone who ensures the feasibility of concepts discussed (again, this is the responsibility of all planning team members).

b. *Challenges.* An operational planning team will face several innate challenges, some of which will lessen as the team works together:

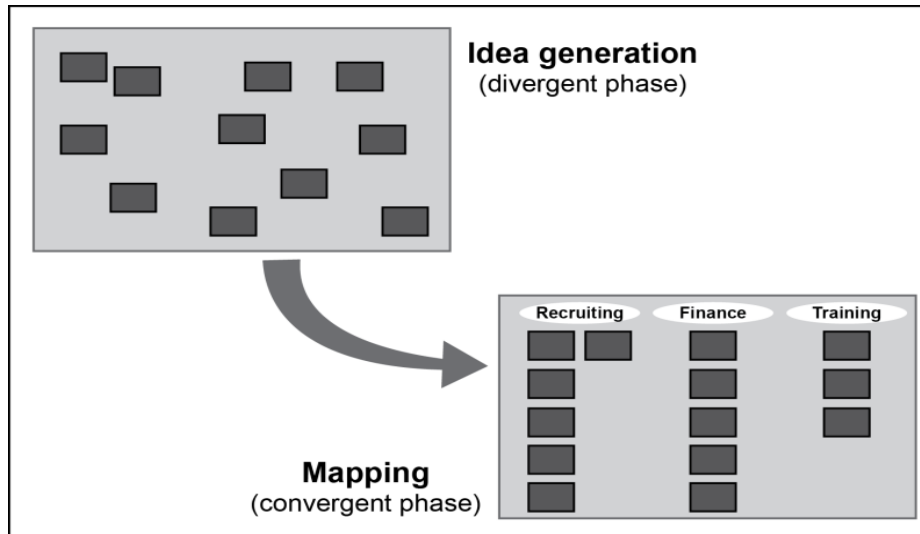
- Getting the dialog going and moving in a meaningful direction.
- Developing effective open-ended questions to stimulate thinking.
- Ensuring all planners contribute their thinking despite the differences in rank among the team members.
- Helping people “break free” of their conceptual anchors and preconceived ideas.
- Guiding the dialog without limiting it; avoiding rambling but still staying open to new perspectives.
- Recognizing when the team is unnecessarily “in the weeds” (worried about details) and getting out of those weeds.
- Managing team members who are disruptive, dismissive, or domineering.
- Balancing input across the team.
- Helping the team to converge eventually to a decision.

c. *Some tips for leaders of operational design groups:*

- The commander should be directly involved.
- Dedicate time and limit interruptions.
- Avoid jumping directly to the solutions without exploring the environment and problem frames.
- Just dialogue for a while before you write anything down.
- Carefully manage your own information/ideas to encourage participation.
- Refrain from advocating a position if you are the group leader.
- Ask open-ended and probing questions that elicit assessment/reasoning.
- The leader can initially play the role of devil’s advocate to encourage a climate of productive/respectful openness (but then pass on this role).

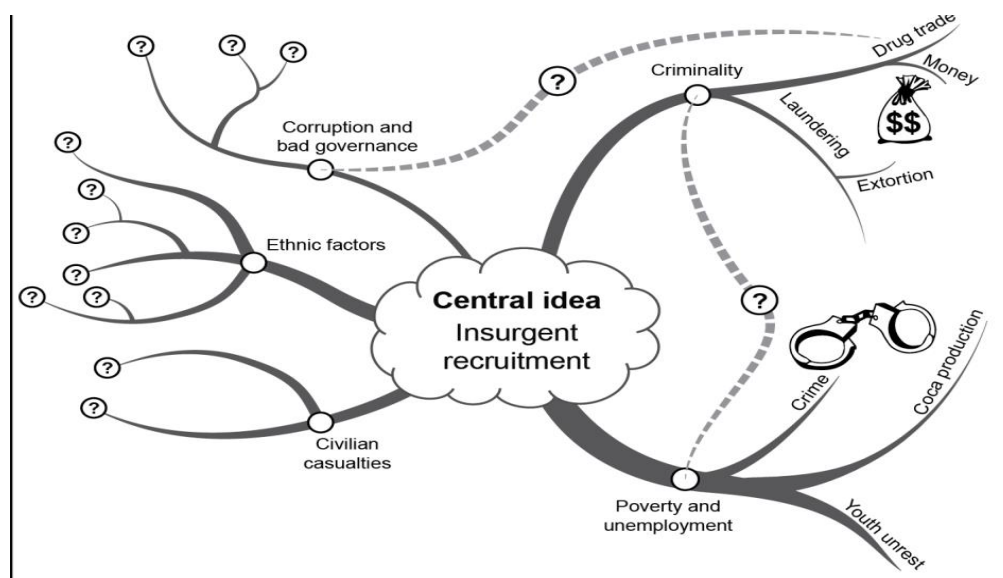
d. *Tools and Techniques.* The following are tools and techniques from ATP 5-0.1, *Army Design Methodology*, 1 July 2015, and represent ways in which commanders, planners, and other leaders can actually use operational design.

(1) *Brainstorming and mind mapping.* (See Figures 3-9, 3-10). Brainstorming is a group creative thinking technique that uses the different perspectives of individuals in a group to develop and build on ideas. Used effectively, it will generate a large quantity of ideas while avoiding the immediate judgment of the relative value of each. A technique for brainstorming involves a divergent thinking phase where the planning team attempt to answer key “focal questions” about the environment or problem followed by a convergent phase where the group then culls the different answers or thoughts into categories which can then generate further dialog and/or mind mapping. Outliers are carefully considered by the group for much greater investigation or are possibly irrelevant and discarded. The use of sticky notes and a white board are ideal for this.



**Figure 3-10: Brainstorming**

Mind mapping is a technique for discerning and depicting the relationships of relevant phenomena, variables, and actors in an operational environment or complex problem. A technique for mind mapping begins with a single idea, actor, or topic represented in the center of a white board or paper (for example insurgent recruitment). The planning team then writes out secondary and connected ideas, phenomena, actors, or words associated with insurgent recruitment using lines, symbols, pictures, and colors to show relationships. As the planning team builds and expands the mind map on the white board, it continues dialog to broaden and deepen the members' understanding of the growing mind map. At some point, the team should refine the "map" and develop an accompanying narrative that captures the members' synthesized understanding of the environment and/or problems. This synthesized understanding will help shape the operational approach portion of operational design. (See Figure 3-10).



**Figure 3-11: Mind mapping**

(2) *Meta-questioning and four ways of seeing.* These techniques are individual and group thinking techniques that can be used by the planning team while conducting mind-mapping or other operational design activities. Meta-questioning is a critical thinking skill that enables a more complete understanding of a topic by asking higher order questions. A way to understand the concept of meta-questioning is by thinking of the different views one gets from different levels of a ladder. An individual's view is somewhat restricted when standing next to a ladder. However, as the individual takes a few steps up the rungs of the ladder, the view becomes broader. This is true of meta-questions. As individuals or groups ask and answer successively higher order questions, their understanding should become broader and more comprehensive.

Examples of meta-questions include:

- Why did it happen?
- Why was it true?
- How does X relate to Y?
- All reasoning depends on the idea that X is the source of conflict. Why is reasoning based on X instead of Y?
- Are there other possibilities?

In the four ways of seeing technique, the planning team seeks to broaden and deepen its understanding of the environment or problem specifically by looking at them through the eyes of the adversary (ies) or other actors. For example, the planning team can answer the following about actors X and Y:

- How does X view itself?
- How does Y view itself?
- How does X view Y?
- How does Y view X?

Of course, there are many more possible questions about how X and Y above relate to the environment and/or problem that the planning team should ask when conducting operational design. These four are just a start. Finally, the techniques above are not necessarily stand-alone events that must be chosen at the exclusion of others. Indeed, the planning team should conduct many of them simultaneously or nearly so. It is ultimately up to the planning team and its leadership to determine which are used, for how long, and for what part of the design methodology. Ultimately, and when used in an iterative manner, they will contribute to a deeper and broader understanding of the environment and help shape a sound operational approach.

## **12. Link Between Operational Design, Planning, Execution, and Assessment.**

a. Operational design is done before planning, throughout planning, during preparation, and throughout execution—the operational design effort never ceases in a dynamic environment. The commander and staff may begin operational design before planning is initiated to provide the staff, subordinates, and other associated partners some ini-

tial planning guidance based on understanding of the situation. In peacetime deliberate planning, this is likely the result of an ongoing analysis by the combatant command of its AOR, with greater emphasis given to those situations or locations designated as areas of potential crisis and instability within the theater campaign plan.

b. It is important to note the complementary nature of operational design and the planning process. By necessity, the planning process must be convergent, in order to yield executable plans and orders. Operational design enables a balance between this required convergence and the divergence needed to remain open to numerous stimuli to better understand the operational environment and better define unfamiliar or ill-structured problems. While the continuous dialogue of operational design enables the command to keep its “thinking aperture” as wide as possible to always question the mission’s continuing relevance and suitability, the structured process of the JPP allows us to quickly build a plan that will enable the organization to execute the commander’s current vision. By integrating both of these approaches, the friendly force can maintain the greatest possible flexibility and do so in a proactive (instead of reactive) manner.

c. Operational design provides the vision and logic of the campaign, which can then be turned into flexible, adaptable courses of action. Through detailed analysis and planning, those courses of action are developed into plans for future synchronized execution.

d. The commander’s operational approach is a hypothesis for action. In a complex situation it is difficult to know up front how the environment will react to any given action, but it is possible to know more about the environment as planning teams assess its reaction to an action; thus, **learning becomes the driver for operational initiative**. While those working to execute the plan may see one reaction, those looking outside the plan may see an altogether-different reaction, possibly one that causes the commander to reframe the problem. The commander must know when his understanding of the problem and potentially his visualization of the campaign have changed to such an extent that he must redirect the command’s campaign approach. Thus, through execution, operational design must be challenged and validated to ensure it yields the desired objectives and end state, and most critically, that the objectives and end state that drive the campaign are the right ones. This does not suggest that during execution the staff should not be keen to changes in the environment, the problem, or the operational approach. It does suggest, however, that the commander may be in a better position to “see” and “synthesize” the components of operational design as the environment changes during execution.

e. Assessments are a critical part of the design approach to campaigning and operations. Assessment at the operational and strategic levels typically has a wider scope than at the tactical level and focuses on broader tasks, effects, objectives, and progress toward the end state. Continuous assessment using **Measures of Effectiveness (MOE)** help the JFC and his component commanders determine if the joint force is “doing the right things” to achieve its objectives. Tactical-level assessment typically uses **Measures of Performance (MOP)** to evaluate task accomplishment. These measures let commanders determine if their force is “doing things right.”

*[See also Appendix G, Operation Assessments.]*

**13. Reframing** is no longer recognized by Joint doctrine as a term associated with Operational Design, yet it remains an important concept. It is the iterative or recurring conduct of operational design in the event that the commander's understanding of the operational environment (OE) or of the problem have changed to such a degree that a different operational approach is warranted. Essentially, reframing is required when the hypothesis of the current problem and/or operational approach may no longer be valid. As he updates his understanding and visualization of the environment and its tensions, the commander may determine that changes to the operational approach could range from minor modifications to a completely new campaign plan. Reframing may cause the commander to direct the command to shift the campaign's approach.

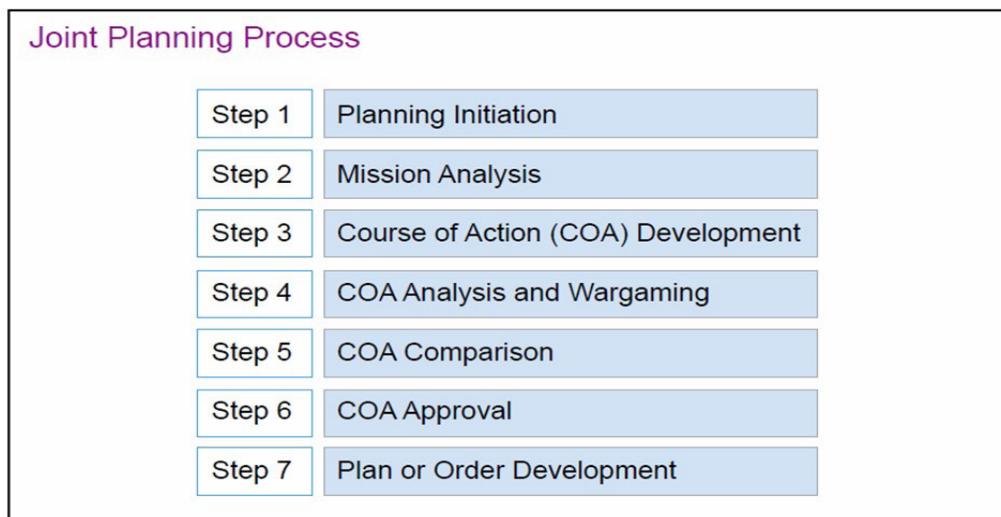
Reframing may be as important in the wake of success as in the case of apparent failure. Success transforms the environment and affects its tendencies, potentials, and tensions. **Any action in or on the environment could cause changes that generate new problems.** Organizations are strongly motivated to reflect and reframe following failure, but they tend to neglect reflection and reframing following successful actions.



## CHAPTER 4: JOINT PLANNING PROCESS

**1. Introduction.** Commanders and their staffs develop plans for campaigns through a combination of art and science. The art of operational design enables us to continuously understand the environment of the campaign, visualize the problem that the campaign must address, and develop a “running hypothesis” for an operational approach to solve the problem. Commanders must transmit their vision, to include their view of the operational approach, to their staff, subordinates, partner commands, agencies, and multinational/non-governmental entities so that their vision can be translated into executable plans. The science of planning facilitates this translation by applying the rigor of coordination and synchronization of all aspects of a concept to produce a workable plan.

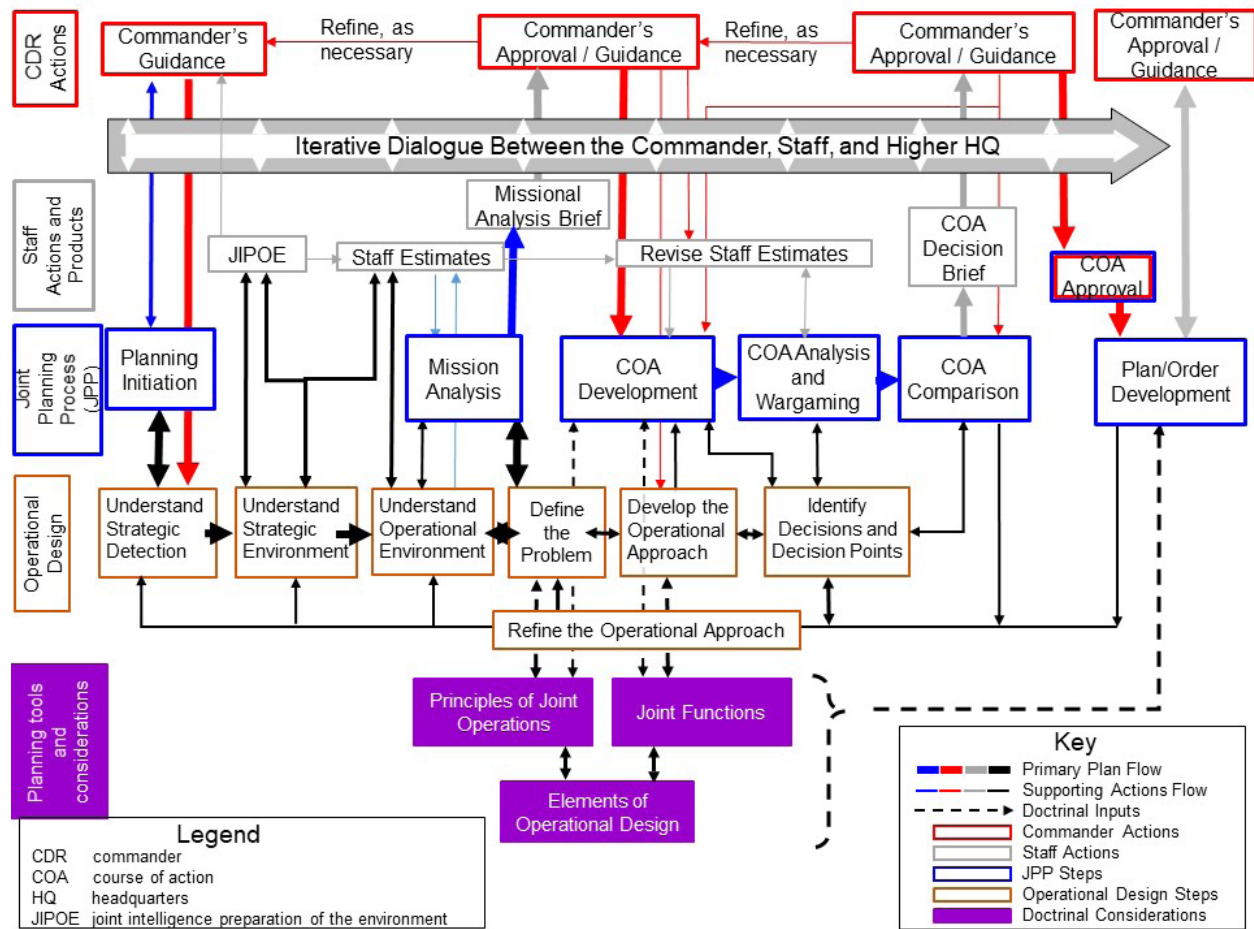
The relationship between the application of operational art, operational design, and JPP continues throughout the planning and execution of the plan or order. By applying the operational design methodology in combination with the procedural rigor of JPP, the command can monitor the dynamics of the mission and OE while executing operations in accordance with the current approach and revising plans as needed. By combining these approaches, the friendly force can maintain the greatest possible flexibility and do so proactively. (Draft JP 5-0, p. III-5)



**Figure 4-1: The Joint Planning Process (Figure III-4 in Draft JP 5-0)**

Operational Design does not end with the beginning of the JPP. Instead JPP feeds refinement steps taken during Operational Design (See Figure 4-2). As JPP is applied, commanders may receive updated guidance, learn more about the OE and the problem, and refine their operational approach. Commanders provide their updated approach to the staff to guide detailed planning. This iterative process facilitates the continuing devel-

oment and refinement of possible COAs into a selected COA with an associated initial CONOPS and eventually into a resource-informed executable plan or order. (Draft JP 5-0, p. III-4)



**Figure 4-2: Planning Functions, Process, and Operational Design Methodology (Figure III-2 in Draft JP 5-0)**

JPP is applicable for all planning. Like operational design, it is a logical process to approach a problem and determine a solution. It is a tool to be used by planners but is not prescriptive...In a crisis, the steps of JPP may be conducted simultaneously to speed the process. Supporting commands and organizations often conduct JPP simultaneously and iteratively with the supported CCMD. In these cases, once mission analysis begins it continues until the operation is complete. Moreover, steps 4-7 are repeated as often as necessary to integrate new requirements (missions) into the development of the plan. (Draft JP 5-0, p. III-11)

Planning for campaign plans is different from contingency plans in that contingency planning focuses on the anticipation of future

events, while campaign planning assesses the current state of the OE and identifies how the command can shape the OE to deter crisis and support strategic objectives. (Draft JP 5-0, p. III-12)

**2. STEP 1 Initiate Planning.** Joint planning begins when an appropriate authority recognizes potential for military capability to be employed in support of national objectives or in response to a potential or actual crisis. (Draft JP 5-0, p. III-12). This authority may be higher headquarters or the CDR.

The commander will likely form a Joint Planning Group (called an Operational Planning Group or Operational Planning Team in some commands) to focus on the mission.

### **JPP Step 1 – Planning Initiation**

*A plan may be initiated by higher headquarters directive or by the commander's initiative in seeing a need*

1. Analyze initiating direction/guidance to determine:
  - Time available until mission execution
  - Current status of staff estimates
  - Current status of intelligence products (to include JIPOE)
  - Other relevant factors relevant to the specific planning situation.
  
2. Commander provides initial guidance (may include):
  - Initial understanding of the Operational Environment (OE)
  - Initial understanding of the problem(s) for the Cmd
  - Initial operational approach (if developed)
  - *Initial intent (purpose, endstate, risk, perhaps method—if developed)*
  - Additional guidance concerning initial coordinating requirements, time constraints, authorization to move key capabilities, etcetera.

*Italics / Blue = additive to JP 5-0*

#### **Figure 4-3: JPP Step 1 – Initiate Planning**

The staff must conduct some preliminary actions (including internally and externally focused analyses) before they can begin planning (See Figure 4-3 above. See Appendix H for real world samples across the staff functions in applying a gender perspective). They must determine:

- What do they know? – Pull together staff products (including intelligence) that already exist that provide information necessary for planning. Staff Estimates are a likely source of this information.
- What do they NOT know? – Holes in information must be identified quickly so that the staff can determine how best to deal with unknowns.
- Who else needs to know? – Building the planning roster is one of the first steps in “Planning to Plan.” The staff must think through what agencies, organizations, and staff sections should be present for planning and how best to incorporate them (VTC, invitations to planning meetings, etc.). Some organizations are key to planning, some important but not vital, and others must at least achieve buy-in.
- What timeline are we on? – The second most important document in the “Plan to Plan” is the timeline. Commander availability, required updates to HHQ, subordinate planner considerations, and potential enemy timelines must all be considered and built into a realistic schedule.

Operational design, if not already done by the commander and his staff, may occur at the start of step 1 of the JPP.

**3. STEP 2 Conduct Mission Analysis.** The staff analyzes the mission to: 1) provide a recommended mission statement to the commander, and 2) to better inform the commander’s initial analysis of the environment and the problem. This helps commanders refine their operational approach(es). As the staff presents analysis on both the requirements and potential points of focus for the campaign, they enable the commander to develop his vision further to use synchronized, integrated military operations as a part of unified action. He can then provide detailed planning guidance to his staff and share his vision with his counterparts to enable unity of effort in application of all of the instruments of power across the U.S. government and our international partners. Concurrently, the J-2 leads the initial steps of the Joint Intelligence Preparation of the Operational Environment (JIPOE) to describe the potential effects of the OE on operations, analyze the strengths of the enemy/adversary, and describe his potential courses of action. See Figure 4-4 for the inputs, outputs, and potential steps involved.

a. Mission analysis is used to study the assigned tasks and to identify all other tasks necessary to accomplish the mission. Mission analysis is critical because it provides direction to the commander and the staff, enabling them to focus effectively on the problem at hand. When the commander receives a mission tasking, analysis begins with the following questions:

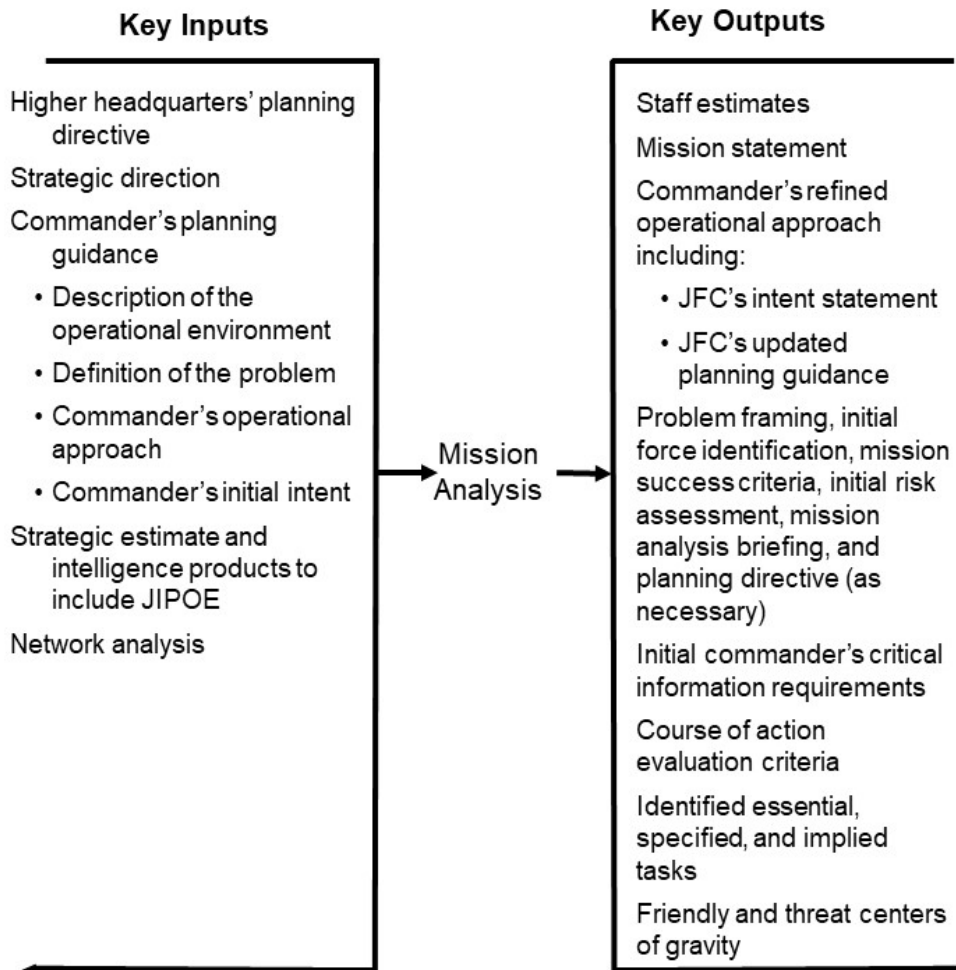
- (1) What is the purpose of the mission received? (What problem is the commander being asked to solve or what change to the OE is desired?)
- (2) What tasks must my command do for the mission to be accomplished?

- (3) Will the mission achieve the desired results?
- (4) What limitations have been placed on my own forces' actions?
- (5) What forces/assets are needed to support my operation?

For example, do I have the requisite number of gender appropriate (mixed) engagement teams?

(6) How will I know when the mission is accomplished successfully? (Draft JP 5-0, p. III-13)

### Joint Planning Process: Mission Analysis



Legend:  
 JFC joint force commander  
 JIPOE joint intelligence preparation of the operational environment

**Figure 4-4: JPP, Mission Analysis (Figure III-5 in Draft JP 5-0)**



b. *Update staff estimates.* Each staff section develops a staff estimate that is a running assessment of current and future operations to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable from the perspective of that staff section's function. The estimate focuses on supportability of the potential mission from that staff section's functional view. This estimate helps the staff provide recommendations to the commander on the best COA to accomplish the mission. The staff estimate also provides continuity among the various members of the staff section. If the staff has not already begun a staff estimate by this point, it should do so now.

Note: See Annex D for a staff estimate template (based on JP 5-0, Annex B)

The estimates are also valuable to planners in subordinate and supporting commands as they prepare supporting plans. Although the staff can delay documenting the estimates until after the preparation of the commander's estimate, they should send them to subordinate and supporting commanders in time to help them prepare annexes for their supporting plans.

c. Analyze higher headquarters planning directives and strategic guidance. Much of the work of this step is done in the commander's framing work as he looks at the operational design of the campaign. The staff must start with the commander's understanding of the environment and the framing of the problem, while reviewing guidance received from higher headquarters and other relevant actors. The staff will first focus on the end state and objectives. The military end state *describes conditions that define mission success. It also describes how reaching the JFC's military end state supports higher headquarters' national objectives. The military end state normally represents a period in time or set of conditions beyond which the President does not require the military instrument of national power to achieve remaining national objectives.* (Draft JP 5-0, pp. I-19-20) Objectives normally answer the question "What needs to be done to achieve the military end state?" The commander and staff must also understand the desired conditions and objectives described in strategic guidance so that they can understand what their campaign must achieve. See a description of the relationship between end state and objectives in Chapter 3.

Answering the "why" and "how" questions of the higher headquarters is different at the strategic level when compared to the operational and tactical levels. Often, there is no clear, definitive guidance collected in one location. There is no "higher order" from which a planner can simply "cut and paste" the pieces into the emerging plan's OPORD. Instead, much of the CCDR's strategic guidance is less clearly defined.

Since partners within integrated planning may have different guidance, if time permits the staff should look for overlaps, gaps, and friction points that may exist between U.S. Government strategic guidance and that of other nations/organizations who are also interested in the problem.

d. *Review the commander's initial planning guidance.* The commander should develop his initial understanding of the environment and of the problem, and an initial vision of the campaign or operation by using operational design as early as possible in campaign development. The staff should recognize that this is *initial* guidance, which will mature as the staff provides detailed analysis to the commander to inform his operational design.

e. *Determine facts and assumptions.* Facts are the major pieces of information known to be true and that are pertinent to the planning effort. First, understand and summarize the geostrategic factors derived from analysis of the OE that will influence the strategic end state. This synopsis is no mere laundry list of factors, but a synthesis of the key factors in the OE that will enhance mission analysis. To answer this question, consider the long- and short-term political causes of conflict, domestic influences (including public will), competing demands for resources, economic realities, legal and moral implications, international interests, positions of international organizations, and the impact of information.

The JPG should leverage the strategic estimate as a useful means to organize and consider geostrategic factors in an attempt to gain a better understanding of their impact and interrelationships. This analysis includes not only the PMESII analysis, but also the physical characteristics (topography, hydrography, climate, weather, and demographics) and temporal characteristics (the effect of timing aspects on the OE and on the campaign). The key is to determine potential effects of these physical and temporal aspects on possible operations of friendly, neutral, adversary, and enemy military forces and other instruments of power. Additionally, the planners should assess factors such as adversary organization, communications, technology, industrial base, manpower and mobilization capacity, and transportation.

The staff develops assumptions to continue the planning process in the absence of facts. **Assumptions** are placeholders to fill knowledge gaps, but they play a crucial role in planning and must be held to a minimum throughout planning. These assumptions require constant revalidation and reassessment. Facts should replace them as more information becomes available.

Valid assumptions have three characteristics: logical, realistic, and essential for planning to continue. Commanders and staffs should never assume away adversary capabilities or assume unrealistic friendly capabilities will be available. Assumptions address gaps in knowledge critical for the planning process to continue. **All assumptions are continually reviewed to ensure their validity and challenged if unrealistic, including those provided in strategic guidance or from higher headquarters.** Subordinate commanders do not develop assumptions that contradict valid higher headquarters assumptions.

- Commanders and staffs should anticipate changes to the plan if an assumption proves to be incorrect.



- During wargaming or red teaming, planners should review both the positive and negative aspect of all assumptions.
- Assumptions made in contingency planning should be addressed in the plan.
- Plans may contain assumptions that cannot be resolved until a crisis develops. As a crisis develops, assumptions should be replaced with facts as soon as possible. This includes developing CCIR focused on providing facts to replace assumptions.
- Planners work to limit assumptions to only those necessary for continued planning.
- All assumptions should be identified in the plan or decision matrix to ensure they are reviewed and validated prior to execution. (Draft JP 5-0, pp. III-17-18)

The JPG should develop branches for assumptions to the basic plan that, if untrue, would derail the plan. Examples of theater-level assumptions are:

- Political:
  - *Countries A & B will allow over-flight, basing and host nation support.*
  - *Countries C & D will remain neutral.*
  - *Country E will support Country X with air and naval forces only.*
- Forces:
  - *APS 3 and MPS 1 & 2 will be available for employment at C+10.*
  - *A CSG and a MEU/ARG are forward deployed in theater.*
  - *There are enough personnel to conduct gender appropriate engagements.*
- Timeline:
  - *Major deployments begin upon unambiguous warning of enemy attack.*
  - *There will be X days unambiguous warning prior to enemy attack.*
- Enemy:
  - *Country X's forces can sustain an offensive for seven days before culmination.*
  - *Country X will use chemical weapons once coalition forces cross the border.*
  - *Country X will use vulnerable civilians as human shields or suicide bombers.*

f. *Determine and analyze operational limitations.* Limitations are the restrictions placed on the commander's freedom of action. They may be part of strategic direction or stem from regional or international considerations or relationships. Limiting factors are generally categorized as *constraints* or *restraints*.

**Constraints:** a requirement, “must do,” placed on the command by a higher command that **dictates an action**, thus restricting freedom of action (Draft JP 5-0, p. III-18), e.g., defend a specific site, include Country Y in the coalition with its caveats, meet a time suspense, or eliminate a specific enemy force.

**Restraints:** a requirement, “cannot do,” placed on the command by a higher command that **prohibits an action**, thus restricting freedom of action. (Draft JP 5-0, p. III-18), e.g., do not conduct preemptive or cross-border operations before declared hostilities, do not approach the enemy coast closer than 30 nautical miles, or do not decisively commit forces. Restraints are “must *not* do” actions.

Many operational limitations transition to ROE/RUF ... Other operational limitations may arise from laws or authorities, such as the use of specific types of funds or training events. Commanders are responsible for ensuring they have the authority to execute operations and activities. (Draft JP 5-0, p. III-19)

g. *Determine specified and implied tasks and develop essential tasks.* Analyze strategic direction to determine the strategic tasks specified or implied as a part of the given strategic end state and objectives. Examples of *specified* tasks to a combatant command might be:

- *Deter Country X from coercing its neighbors.*
- *Stop Country X’s aggression against its neighbors.*
- *Reduce Country X’s WMD inventory, production, & delivery means.*
- *Reduce Country X’s coercive use of human shields as suicide bombers against coalition forces.*
- *Remove Country X’s regime.*

These tasks focus on achieving the end state and are extracted from guidance from higher echelons. They are broad tasks that may require integrating many instruments of national power and the action of several elements of the joint force. Finally, they do not specify actions by components or forces.

After identifying specified tasks, the staff identifies additional, major tasks necessary to accomplish the assigned mission. These additional, major tasks are *implied* tasks – those the joint force must do to accomplish specified tasks. Tasks that are inherent responsibilities, such as deploy, conduct reconnaissance, sustain, are not implied tasks unless successful execution requires coordination with or support of other commanders. Examples of implied tasks are:

- *Build and maintain a coalition.*
- *Conduct Non-combatant Evacuation Operations.*
- *Destroy Country X’s armored corps.*
- *Provide military government in the wake of regime removal.*

**Essential tasks** are those that the command must execute successfully to attain the desired end state defined in the planning directive. The commander and staff determine essential tasks from the lists of both specified and implied tasks. Depending on the scope of the operation and its purpose, the commander may synthesize certain specified and implied task statements into an essential task statement. (Draft JP 5-0, p. III-20)

h. *Develop the initial mission statement.* After identifying the essential tasks, and with the context of the relationship of those tasks to the achievement of the national end state and military end state, the staff normally develops a derived mission statement using the format of *who, what, when, where, and why*. This statement should be a direct, brief, and effective articulation of the essential tasks and purpose for military operations.

Since mission statements are primarily intended to focus the staff, military subordinates, and supporting commands, translation of the wording of tasks into doctrinal terms for completion is important. Mission statement refinement during the entire plan development process, and, in fact, throughout execution of the campaign, is important to ensure that it meets the needs of the commander and the national leadership. A mission statement might look like this:

*When directed, USORANGECOM employs joint forces in concert with coalition partners to deter Country X from coercing its neighbors and proliferating WMD. If deterrence fails, the coalition will defeat X's Armed Forces; destroy known WMD production, storage, and delivery capabilities; destroy its ability to project offensive force across its borders; stabilize the theater, and transition monitoring to a UN peacekeeping force.*

i. *Conduct initial force and resource analysis.*

(1) Periodically, the SecDef issues the Global Force Management Implementation Guidance (GFMIG). For campaign and contingency planning, planners must review the GFMIG and GFMAP. In a crisis, assigned and allocated forces currently deployed to the geographic CCMD's AOR may be the most responsive during the early stages of an emergent crisis. Planners may consider assigned forces as likely to be available to conduct activities unless allocated to a higher priority. Re-missioning previously allocated forces may require SecDef approval and should be coordinated through the JS using procedures outlined in CJCSM 3130.06, (U) *Global Force Management Allocation Policies and Procedures*. **Plans should only use forces/capabilities available in the joint force inventory during the development of the plan. Plans that incorporate unfielded capabilities are unlikely to achieve the**

**commander's objectives.** (Draft JP 5-0, p.III-21)

It is necessary to enable the command to identify significant force and capability shortfalls early in the planning process to 1) alert higher headquarters that additional forces and capabilities will be required; and 2) develop feasible COAs.

(2) In many types of operations, the commander (and planners) may have access to non-force resources, such as commander's initiative funds, other funding sources (such as train and equip funding, support to foreign security forces funding, etc.), or can work with other security assistance programs (foreign military sales, excess defense article transfers, etc.). Planners and commanders can weave together resources and authorities from several different programs to create successful operations. (Draft JP 5-0, p. III-22)

**j. Develop Military Objectives.** Military objectives describe in broad terms what the JFC wants to achieve within each line of the operational approach. Each military objective establishes a clear goal toward which all the actions and effects of a LOO or LOE are directed.

- **Military objectives** are clearly defined, decisive, and attainable goals toward which a military operation is directed.
- **Military objectives** are used to develop a line of operation (LOO) or line of effort (LOE) during formulation of the operational approach.
- Military objectives are **not** friendly tasks. Each objective should be broad enough to describe the net outcome of multiple subordinate actions. In this way, the military objectives serve as a bridge between end states and friendly tasks.
- Military objectives serve as a focal point for joint, multinational, and interagency partners by contextualizing military action in relation to other instruments of national power and explaining the military's contributions to unity of effort.
- Military objectives should be discussed during IPRs to ensure they are consistent with the next higher headquarters' vision of mission accomplishment. (Draft JP 5-0, p. III-22)

**k. Develop COA Evaluation Criteria.** Evaluation criteria are standards the commander and staff will later use to measure the relative effectiveness and efficiency of one COA relative to other COAs. Developing these criteria during mission analysis or as part of commander's planning guidance helps to eliminate a source of bias prior to COA analysis and comparison. (Draft JP 5-0, p. III-23)

**I. Conduct preliminary Risk Assessment.** Planners conducting a preliminary risk assessment must identify the obstacles or actions that may preclude mission accomplishment and then assess the impact of these impediments to the mission. Once planners identify the obstacles or actions, they assess the probability of achieving objectives and severity of loss linked to an obstacle or action, and characterize the military risk.

Probability of Event:

- Very Likely (81-100%)
- Probable (51-80%)
- Improbable (21-50%)
- Highly Unlikely (0-20%)

Consequence Levels:

- Extreme harm to something of value
- Major harm to something of value
- Moderate harm to something of value
- Minor harm to something of value

During decision briefs, risks must be explained using standard terms that support the decision-making process, such as **mission success** (which missions will and which will not be accomplished), **time** (how much longer will a mission take to achieve success), and **forces** (casualties, future readiness, etc.), and political implications. (Draft JP 5-0, pp. III-25-26)

Some examples:

- The viability of the coalition will be threatened by a prolonged campaign.
- Pressure from Country M may cause Country Z to limit the use of its seaports by the U.S. military in the campaign.
- If friendly military operations in Country X cause collateral damage to infrastructure and personnel from Country M who are working in Country X, then Country M may deploy protective military forces to Country X, risking escalation of the conflict.
- The lack of cultural or gender subject matter experts results in the inability to evaluate local tensions, conduct effective engagements, and report on those engagements.

**m. Identify initial Commander's Critical Information Requirements (CCIR).** CCIRs are elements of information the commander identifies as being critical to timely decision making. CCIRs help focus information management and help the commander assess the OE, validate (or refute) assumptions, identify accomplishment of intermediate objectives,

and identify decision points during operations. CCIRs belong exclusively to the commander. They are situation-dependent, focused on predictable events or activities, time-sensitive, and always established by an order or plan. The CCIR list is normally short so that the staff can focus its efforts and allocate scarce resources. (Draft JP 5-0, p. III-26)

Doctrine lists two types of CCIR: Priority Intelligence Requirements (PIR) and Friendly Force Information Requirements (FFIR).

FFIRs focus on information the JFC must have to assess the status of the friendly force and supporting capabilities. (Draft JP 5-0, p. III-27)

## Mission Analysis Brief (Example)

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Introduction</li> <li>• <i>Purpose</i></li> <li>• <i>Review Cmdr's Initial Planning Guidance</i></li> <li>• Situation Overview             <ul style="list-style-type: none"> <li>• <i>Key Aspects of the Operational Environment (including JOA) and Threat Overview (incl Assessment)</i></li> <li>• PMESII Strengths and Weaknesses</li> <li>• Enemy (including COG) and Objectives</li> </ul> </li> <li>• <i>Higher Guidance</i> <ul style="list-style-type: none"> <li>• <i>Higher commander's objectives/mission/guidance</i></li> <li>• Command Relationships</li> <li>• United States Government interagency objectives</li> <li>• <i>Other Nations, IGOs, NGOs objectives and guidance</i></li> </ul> </li> <li>• Objectives and effects</li> <li>• <i>Initial Commander's Guidance (Including Op Approach)</i></li> <li>• <i>Key Problems (Refined)</i></li> <li>• Facts and Assumptions</li> <li>• Limitations (<i>including authorities/permissions/legal considerations</i>)</li> </ul> | <ul style="list-style-type: none"> <li>• Tasks (Specified, Implied &amp; Essential)</li> <li>• Communications Synchronization</li> <li>• <i>Termination Criteria (Mil Endstates, Objs, Etc)</i></li> <li>• Centers of Gravity <i>Analysis (including Decisive Points)</i></li> <li>• Force &amp; Resource (Capabilities) Allocation <i>Review and identified Shortfalls</i></li> <li>• <i>Mission Success Criteria</i></li> <li>• Risks (<i>Including Op Reach and Culmination</i>)             <ul style="list-style-type: none"> <li>• <i>Initial analysis of Mitigation</i></li> </ul> </li> <li>• <i>Operational Approach review &amp; recommended refinement</i></li> <li>• Proposed Mission Statement</li> <li>• Proposed Commander's Intent</li> <li>• <i>COA Evaluation Criteria</i></li> <li>• <i>Staff Estimates &amp; Supporting Concepts (e.g. C2)</i></li> <li>• Proposed CCIR (<i>PIR / FFIR, HNIR?</i>)</li> <li>• COA Dev Guidance (recommendations?)</li> <li>• <i>Initial Organizing Construct ideas? (LOE, LOO, Phases, etc.)</i></li> </ul> |
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*Italics / Blue = additive to JP 5-0*

Order of items changed from JP 5-0

**Figure 4-5: Sample Mission Analysis Brief Agenda**

n. *Publish Commander's Refined Planning Guidance.* The commander now uses the understanding he has gained through his operational design, informed additionally through the mission analysis process, along with his experience, education, and wisdom, to update his vision for the campaign. This vision is the commander's personal insight



on how he will employ military operations, in conjunction with interagency and multinational efforts to apply all instruments of power, to achieve success. This vision, provided through commander's intent and planning guidance, will facilitate military course of action development, as well as proposed actions among the interagency that he believes will accomplish the desired national strategic end state and objectives.

(1) **One will not find the creation of the commander's intent addressed in JPP process. What follows is considered a best practice, or a way to organize one's thoughts.** In fact, Draft JP 5-0 describes the contents of the Commander's Intent three different ways depending on the example being used in the text. The **commander's intent** is a concise narrative describing the key aspects of his understanding of the environment and the problem and his visualization (Purpose, Method, End state) of how the campaign must progress to achieve the desired military end state. Commanders uses operational design to build their intent, enriching both his understanding and visualization through interaction with the staff as it progresses through the planning process. The purpose of commander's intent is to focus the staff and assist subordinates and supporting commanders in taking actions to achieve the desired end state, even when operations do not unfold as planned. Given the complexities of the OE at any joint level, the commander must empower subordinates to make decisions within an overall vision for success in the campaign. Using *mission command*, the commander leaves much of the detailed planning and execution of joint warfighting to subordinate commanders and requires them to use initiative and judgment to accomplish the mission.

At the strategic level, commander's intent will be much broader than at the tactical level. It must provide an overall vision for the campaign that helps the staff and subordinate commanders, as well as other non-U.S. and non-military partners, to understand the intent to integrate all instruments of national power and achieve unified action. The commander must envision and articulate how joint operations will dominate the adversary and support or reinforce other actions by interagency partners and allies to achieve strategic success. Through his intent, the commander identifies the major unifying efforts during the campaign, the points and events where operations must dominate the enemy and control conditions in the OE, and where other instruments of national power will play a central role. He links national strategic objectives to military objectives, and lays the foundation for the desired conditions of the military/theater end state. Essential elements of commander's intent follow:

- **Purpose** clearly answers the question, "Why are we conducting this campaign?" This explanation may look a lot like the national strategic end state. However, it must state to subordinate and supporting commanders why the use of the military instrument of national power is essential to achieve U.S. policy and the strategic end state. This articulation is essential not only to achieve a unity of purpose among subordinate commands, but is also crucial to provide a purpose around which military commanders may build consensus with interagency and multinational partners. Thus, this statement is vital to build the unity of purpose amongst key shareholders that precedes unity of effort in planning and execution.



- **End state** specifies the desired military end state. Along with higher guidance, the commander uses the military end state developed during his operational design and mission analysis as a basis to articulate this statement of military success. Additionally, since military forces may have to support other instruments of national power, the commander also explains how and when these supporting efforts will conclude at the termination of violence.

- **Operational Risk** focuses on mission accomplishment. The commander defines the portions of the campaign in which he will accept risk in slower or partial mission accomplishment, including a range of acceptable risk and how assuming risk in these areas may or may not impact overall outcome of the mission.

Commander's intent may also include other items, which assist the staff, subordinate commands, and coalition partners to share more fully the commander's vision for unified action. Other possible elements of commander's intent are:

- **Objectives** provide clear statements of goals of the campaign that, in combination, will lead to achievement of the military end state. The commander may also relate the campaign objectives to the national strategic objectives to enable the staff to better develop COAs that will ensure proper nesting, and better enable planning interaction of all instruments of power.

- **Effects Guidance** provides a vision of the conditions and behaviors in the OE that must be in place at the successful conclusion of the campaign. This guidance enables the staff to better link the objectives as visualized by the commander with concepts of operation that may result in tasks to achieve those objectives.

- **Method** provides a visualization for subordinates on arrangement and synchronization of the major operations to develop future options for action. While method will focus on how the commander envisions operations to achieve the military end state, it should also explain how to support policy aims as the command becomes a supporting effort to the final achievement of the U.S. strategic ends at conflict termination. Method does not describe the specific conduct of these operations; it enhances concept of operation development and understanding by others, but does not describe those details. The commander generally should not give detailed guidance on the method so as to allow maximum flexibility to the JPG in developing COAs.

(2) Once the commander has given his intent for the upcoming campaign, he will normally provide the JPG/staff and subordinate commanders with **updated planning guidance** that provides additional clarity and detail essential to facilitate timely and effective COA development. The commander will have built this planning guidance through his own operational design approach, as enriched by the staff's analysis. Planning guidance should enable the staff and components to understand the major themes and guiding principles for the campaign and develop detailed COAs for action. However, guidance should not be so specific as to limit the staff from investigating a full range of options for the commander. Planning guidance will provide a framework, the "left and right limits," to develop options to integrate the use of military and non-military power. The content of planning guidance is at the discretion of the commander and depends on the situation and time available. No format for the planning guidance is prescribed.

The commander may provide guidance in a variety of ways and formats, based on his preference. He may provide it to the entire staff and/or subordinate commanders, or meet each staff officer or subordinate unit commander individually as dictated by geography, security, and type and volume of information. Additionally, the commander can give guidance in written or verbal form. The key challenge is to ensure universal understanding of this guidance across all elements of the command, a wide range of supporting commands, and enabling agencies. The commander may issue updated planning guidance throughout the decision making process. Because the COA development process will continue to analyze the OE and examine effects on enemy, neutral, and friendly elements, the commander may participate in the COA development process as the JPG examines issues, challenges, and limitations. This engagement may also cause the commander to revisit his operational design for the campaign. Consequently, there is no limitation as to the number of times the commander may refine and reissue his planning guidance.

o. **Operational Design Implications.** At this time, the commander should determine whether multiple options are required. Options identify different ways, generally broadly defined in scope, to support differing end states in support of the objective. COAs are subsets of options that identify specific military operations to attain the end state described in an option. The purpose of options are to provide senior decision makers, usually SecDef or the President, the opportunity to better integrate the military within policy decisions. Mission analysis usually concludes with the commander providing refined planning guidance, to include the option for which COAs should be developed. (Draft JP 5-0, pp. III-31-32)

**4. Step 3 Develop Courses of Action.** The commander and staff will work together to refine and develop the commander's initial vision and intent for the campaign into a specific, well-developed concept to accomplish unified action. See Figure 4-5 for the inputs, outputs, and potential steps involved. The staff supports the commander through in-depth analysis and presentation of a range of options for future military and non-military actions that will accomplish the desired strategic and military ends. One way staffs help commanders refine their visualization is to develop alternative Courses of Action (COA) to execute the commander's envisioned operational approach and achieve the objectives.

### Joint Planning Process Step 3: Course of Action Development

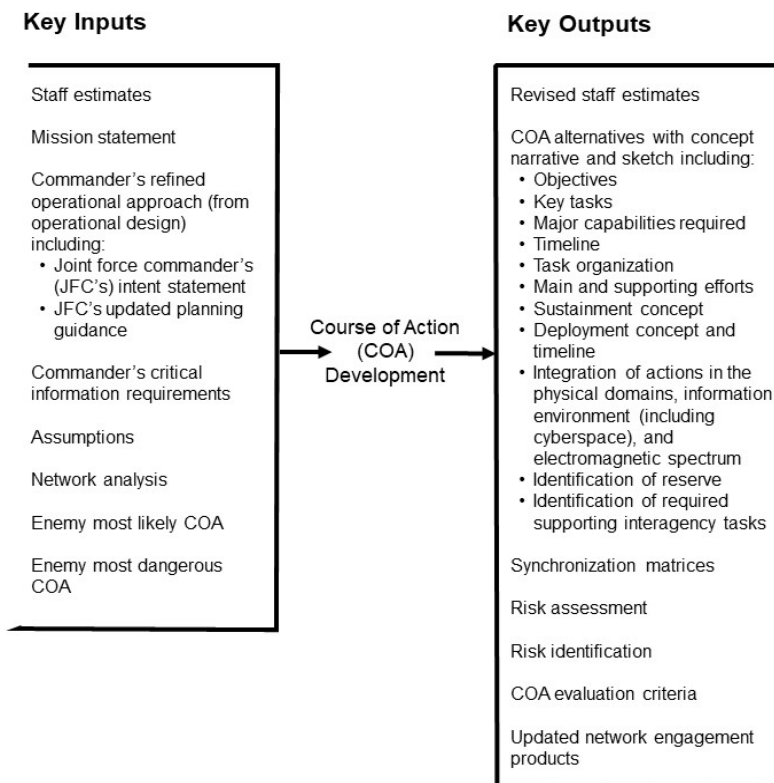


Figure 4-6: JPP Step 3 – Develop Courses of Action (Figure III-13 in Draft JP 5-0)

a. **A COA is a potential way (solution, method) to accomplish the assigned mission.** Staffs develop multiple COAs to provide commanders with options to attain the military end state. A good COA accomplishes the mission within the commander's guidance, provides flexibility to meet unforeseen events during execution, and positions the joint force for future operations. It also gives components the maximum latitude for initiative. All COAs must be suitable, feasible, acceptable, distinguishable and complete.

b. **Figure 4-6** shows the key inputs and outputs of COA development. The products of mission analysis drive COA development. Since the operational approach contains the JFC's broad approach to solve the problem at hand, each COA will expand this concept with the additional details that describe **who** will take the action, **what type** of military action will occur, **when** the action will begin, **where** the action will occur, **why** the action is required (purpose), and **how** the action will occur (method of employment of forces).

Likewise, the essential tasks identified during mission analysis (and embedded in the draft mission statement) must be common to all potential COAs. (Draft JP 5-0, p. III-32)

**c. COA Development Considerations** The products of COA development are potential COAs, with a sketch for each if possible. Each COA describes, in broad but clear terms, what is to be done throughout the campaign or operation, including consolidation, stabilization, and transition from combat operations; operations in and across the physical domains, the information environment (which includes cyberspace), and the electromagnetic spectrum; the size of forces deemed necessary; time in which joint force capabilities need to be brought to bear; and the risks associated with the COA. (Draft JP 5-0, p. III-33)

(1) Review information – ensure understanding of the mission, tasks, and commander’s intent among the staff.

(2) Determine opposing courses of action. Before developing possible COAs, the staff must gain an appreciation of what other actors may do to shape the future environment to their desired end state. They can use the JIPOE process to help them gain such an appreciation, though they must consider not only enemy and adversary actions, but also neutral and friendly actions that may (unintentionally) impede achievement of their desired end state.

The staff determines how other relevant actors will attempt to accomplish their strategic goals by identifying their likely objectives and desired end states, potential strategic and military capabilities, and estimate how the opposition leader may apply his instruments of power in the future – the opposing courses of action (OCOAs). They must also consider aspects of other adversarial and even neutral actors’ courses of action as they may either support or limit achievement of our desired end state.

The staff’s analysis should identify all known factors affecting the opposition’s actions, including time, space, weather, terrain, and the strength and disposition of military forces, as well as other key factors that may oppose achievement of our desired conditions. The analysis of military capabilities should look across the air, space, maritime, land, and cyberspace domains. [Cyberspace planning tips can be found in [https://csl.armywarcollege.edu/USACSL/Publications/Strategic\\_Cyberspace\\_Operations\\_Guide.pdf](https://csl.armywarcollege.edu/USACSL/Publications/Strategic_Cyberspace_Operations_Guide.pdf) ]

(3) Developing OCOAs requires the commander and his staff to think as the opponent thinks. From that perspective, they postulate possible adversary objectives first and then visualize specific actions within the capabilities of adversary forces to achieve these objectives. Potential adversary actions relating to specific, physical objectives normally must be combined to form course of action statements. Below are the key elements of an OCOA, which may be in the form of a sketch, or a narrative, or a combination:

- Adversary objectives.
- Adversary force posture at the outset of the conflict.
- How the adversary will employ his instruments of power to accomplish objectives.
- Adversary posture when the conflict is over.
- Aspects of the desired OE opposed by neutral or friendly actors.
- Posture of relevant neutral actors at the outset of conflict.
- Likely actions taken by neutral or friendly actors that may impede, or assist, achievement of our desired conditions.

The staff will identify for the commander both the **most-dangerous OCOA**, as well as the **most-likely OCOA**, based upon the situation anticipated and/or at hand. Often, the most-likely and most-dangerous OCOAs are not the same, so there must be a conscious decision for the baseline assumption OCOA for friendly planning. Usually, commanders consider the most-likely OCOA as their baseline for friendly action unless the consequences of not focusing on the most-dangerous OCOA preclude doing otherwise.

A thinking and adaptive adversary will change perspectives and OCOAs to maximize his chances for success based on how his opponent (the American JFC) succeeds in changing the OE. Regardless of which OCOA supports the baseline planning effort, staffs must develop branches for the others, as time permits. After OCOA selection to support baseline planning, the staff develops a listing of associated adversary vulnerabilities for friendly-force exploitation and neutral/friendly potential actions that need to be mitigated. This list will aid in analysis of friendly COAs against the selected baseline OCOA, and assist with determination of the advantages and disadvantages of friendly COAs during JPP Step 5 *COA comparison*.

Finally, this analysis will not only influence the JPG's development of COAs, but will also form the basis to focus and develop PIR and those FFIR related to potentially unhelpful friendly and neutral actions. Based upon the commander's guidance, PIR serve as the focus to develop collection-and-analysis efforts and forwarding requests for information (RFI) to supporting agencies. The staff can focus efforts to collect, process, produce, and disseminate the required intelligence and other information.

(4) Determine the COA Development Technique – The first decision in COA development is whether to conduct simultaneous or sequential development of the COAs. Each approach has distinct advantages and disadvantages. The advantage of simultaneous development of COAs is potential time savings... The disadvantage of this approach is that the synergy of the JPG may be disrupted by breaking up the team. The approach is manpower-intensive ... and there is an increased likelihood the COAs will lack distinctiveness ... The simultaneous COA development approach can work, but its inherent disadvantages must be addressed and some risk accepted up front. (Draft JP 5-0, p. III-35)

**(5) Review objectives and tasks and develop ways to accomplish tasks.**

Planners must review and refine objectives from the initial work done during the development of the operational approach. These objectives establish the conditions necessary to help achieve the national strategic objectives. Tasks are shaped by the CONOPS—intended sequencing and integration of air, land, maritime, special operations, cyberspace, and space forces. Tasks are prioritized while considering the enemy's objectives and the need to gain advantage.

- All COAs should plan to accomplish the higher commander's intent by understanding its essential task(s) and purpose and the intended contribution to the higher commander's mission success ... and fulfill the command mission and the purpose of the operation
- **With a visualization of COA alternatives, the staff should** best synchronize (arrange in terms of time, space, and purpose) the actions of all the elements of the force ... estimate the anticipated duration of the operation ... Phasing assists the commander and staff to visualize and think through the entire operation or campaign and to define requirements in terms of forces, resources, time, space, and purpose.
- Planners should then **integrate and synchronize** these requirements by using the joint functions of C2, intelligence, fires, movement and maneuver, protection, sustainment, and information. At a minimum, planners should make certain the synchronized actions answer the following questions:
  - How do land, maritime, air, space, cyberspace, and special operations forces integrate across the joint functions to accomplish their assigned tasks?
  - How does the joint force leverage the informational aspects of military activities to create relevant actor perceptions and drive relevant actors to behave in ways that support achieving the JFC's objectives?
- The COAs should focus on **COGs and decisive points**. (Draft JP 5-0, pp. III-36-37)
- 

**(6) Identify the sequencing** (simultaneous, sequential, or a combination) of the actions for each COA. Understand which resources become available, and when, during the operation or campaign. Resource availability will significantly affect sequencing operations and activities. (Draft JP 5-0, pp. III-37-38)



(7) Identify main and supporting efforts by phase, the purposes of these efforts, and key supporting/supported relationships within phases. (Draft JP 5-0, pp. III-38)

(8) Identify decision points and assessment process. The commander will need to know when a critical decision has to be made and how to know specific objectives have been achieved. This requires integration of decision points and assessment criteria into the COA, as these processes anticipate a potential need for decisions from outside the command (SecDef, the President, or other command). (Draft JP 5-0, pp. III-38)

(9) Identify component-level missions/tasks (who, what, and where) that will accomplish the stated purposes of main and supporting efforts. Think of component tasks in terms of the joint functions. Display them with graphic control measures as much as possible. A designated LOO or LOE will help identify these tasks. (Draft JP 5-0, pp. III-36-37)

(10) Task Organization. The staff should develop an outline task organization to execute the COA ... determine appropriate command relationships and appropriate missions and tasks.

- **Determine command relationships and organizational options.** Joint force organization and command relationships are based on the operation or campaign CONOPS, complexity, and degree of control required. Establishing **command relationships** includes determining the types of subordinate commands and the degree of authority to be delegated to each.
- Clear definition of command relationships further clarifies the intent of the commander and contributes to decentralized execution and unity of effort.
- **Regardless of the command relationships selected, it is the JFC's responsibility to ensure these relationships are understood and clear to all subordinate, adjacent, and supporting headquarters.** The following are considerations for establishing joint force organizations:
  - Joint forces will normally be organized with a combination of Service and functional components with operational responsibilities.
  - Functional component staffs should be joint with Service representation in approximate proportion to the mix of subordinate forces.
  - Commanders may establish support relationships between components to facilitate operations.



- o Commanders define the authority and responsibilities of functional component commanders, based on the strategic CONOPS
- o Commanders must balance the need for centralized direction with decentralized execution.
- o Major changes in the joint force organization are normally conducted at phase changes. (Draft JP 5-0, pp. III-38-39)

During each of the periods, analyze how military and non-military actions will accomplish the required changes in the operational environment. It is not important yet to identify which subordinate organization will accomplish each of the actions, which are the tasks. It is, however, important to identify suitable tasks for or requests to our interagency partners (DOS, Dept. of Treasury, etc.), coalition and international organizations (UN, NATO, regional organizations like the European Union, etc.), and other non-governmental partners (International Committee of the Red Cross, etc.).

Focus on the effects to achieve or to avoid, and consider how to employ joint forces (via the joint functions) in conjunction with other instruments of power. Considerations for tasks include:

- Tasks required by the main effort.
- Tasks required by the supporting efforts.
- Tasks to build rapport with the local population.
- Initial entry into theater: basing, access, and overflight.
- Deployment and reception of the force (JRSOI).
- Protection of forces and host-nation points of entry.
- Building and maintaining a coalition force.
- C2 with joint, host-nation, and coalition forces.
- Achieving the desired effects. What are the environmental conditions necessary to achieve the military end state?
- Preventing undesired effects/events. What are the behaviors and conditions in the OE that we must avoid during the campaign? For example, crimes on humanity or inappropriate behavior by any U.S., allied or partner nation defense and security forces within the host nation population reduces trust and rapport with the coalition; creation of a humanitarian crisis.
- Tasks required to support the use of other instruments of power.
- Tasks to protect the force from cyber-attack or exploit the use of cyber-attack.
- Sustaining the joint force, and additional support required to enable and maintain host-nation and coalition participation.
- Post-hostilities conditions, and how the joint force will maintain military gains and transform them into long-term strategic success.

Determine if the forces and capabilities allocated are sufficient to meet the task requirements. Note any deficiencies. Sketch a troop-to-task analysis to help with determining the appropriate command structure.

At this point, identify the basics of how you will organize, by components any JTFs requirements, and how the joint force will control or coordinate its efforts with the host nation, multinational forces, and interagency elements as necessary. Again, this structure is an *initial* organization around which to continue COA development, and may change when tested in wargaming. Some considerations:

- Geometry – how to allocate the battle space (e.g. joint operations area, joint special operations area, or joint security area).
- Organization (functional components, service components).
- Interagency considerations (coordination mechanisms).
- Multinational considerations (initial coalition command/coordinating structure).

(11) **Sustainment Concept** **No COA is complete without a proper sustainment plan** ... It entails identifying the requirements for all classes of supply and services and creating distribution, transportation, OCS, and disposition plans to support the commander's execution. Sustainment concepts also organize capabilities and resources into an overall campaign or operation sustainment concept. It concentrates forces and material resources strategically so the right force is available at the designated times and places to conduct decisive operations. It requires thinking through a cohesive sustainment for joint, single-Service, and supporting forces relationships in conjunction with CSAs, multinational, interagency, nongovernmental, private-sector, or international organizations. (Draft JP 5-0, p. III-39)

(12) **Deployment Concept.** There is no way to determine the feasibility of the COA without including the deployment concept and how the force will respond to a contested environment with enemy attacks on force flow ... the concept must be described in the COA to visualize force buildup, sustainment requirements, and military-political considerations. The concept should account for how cohesive military actions in time, space, and purpose will address transregional, all-domain, multifunctional challenges. (Draft JP 5-0, p. III-39)

(13) **Nuclear Planning.** COA development includes nuclear planning, as required ... Nuclear planning guidance is provided in Presidential policy documents and further clarified in other DOD documents, such as the nuclear supplement to the JSCP. Guidance issued to the CCDR is based on national-level considerations and supports the achievement of US objectives. USSTRATCOM is the lead organi-

zation for nuclear planning and coordination with appropriate allied commanders ... Due to the strategic and diplomatic consequences associated with nuclear operations and plans, only the President has the authority to direct the planning and employment of nuclear weapons. (Draft JP 5-0, p. III-39)

**(14) Define the Operational Area** The OA must be precisely defined, because the specific geographic area will impact planning factors such as access, basing, overflight, and sustainment. OAs include, but are not limited to:

- AOR, theater of war, theater of operations, JOA, amphibious objective area, joint special operations area, and area of operations.
- CCDRs, with assigned AORs and their subordinate JFCs, designate smaller OAs on a temporary basis.
- OAs have physical dimensions composed of some combination of air, land, maritime, and space domains. (Draft JP 5-0, p. III-40)

**(15) Develop Initial COA Sketches and Statements.** Each COA should answer the following questions:

- (a) Who (type of forces) will execute the tasks?
- (b) What are the tasks?
- (c) Where will the tasks occur? (Start adding graphic control measures, e.g., areas of operation, amphibious objective areas).
- (d) When will the tasks begin?
- (e) What are key/critical decision points?
- (f) How (but do not usurp the components' prerogatives) the commander should provide "operational direction" so the components can accomplish "tactical actions."
- (g) Why (for what purpose) will each force conduct its part of the operation?
- (h) How will the commander identify successful accomplishment of the mission?
- (i) Develop an initial intelligence support concept. (Draft JP 5-0, pp. III-40-41)

See Figure 4-8 for elements that should be included.

### Course of Action Development – Narrative and Sketches

For each COA, develop a narrative and sketch that provides the following:

- Operational Environment (OE)
- Objectives
- Operational Concept
  - Key tasks and purpose
  - Lines of Effort / Lines of Operation
- Forces and capabilities required
  - To include anticipated interagency roles, action and supporting tasks.
- Task Organization
  - To include Main and Supporting efforts
  - *Identification of reserve (if appropriate)*
- Communication Synchronization (including integration of Information Related Capabilities)
- Integrated Timeline
  - To include Required decisions, decisions timelines (e.g. mobilization, DEPOD), *and DPs*
  - *Command relationships, battlespace geometry, and organizational options*
  - *By Phase if necessary*
- Tasks to Components and other Organizations
- Sustainment concept (incl Logistics Estimates and Feasibility)
- Deployment concept
- Risk
- Synchronization Matrix

Underlined / Green = additive (from JP 5-0 COA Dev Briefing Example)

*Italics* / Blue = additive to JP 5-0

Order of items changed from JP 5-0

### Figure 4-7: COA Development Element for the Narrative/Sketch

(16) Test the Validity of Each COA. All COAs selected for analysis must be valid, and the staff should reject COA alternatives that do not meet all five of the following validity criteria:

(a) **Suitable** — Can accomplish the mission within the commander's guidance. This test focuses on ends. Preliminary tests include:

- Does it accomplish the mission?
- Does it meet the commander's intent?
- Does it accomplish all the essential tasks?
- Does it meet the conditions for the relevant end state?
- Does it take into consideration the enemy and friendly COGs?
- Are security objectives informed by the gender dynamics of the local population?

(b) **Feasible** — Can accomplish the mission within the established time, space, and resource limitations. This test focuses on means and risk.

- Does the commander have the force structure, posture, transportation, and logistics (e.g., munitions) (means) to execute it? The COA is feasible if it can be executed

with the forces, support, and technology available within the constraints of the OE and against expected enemy opposition.

- Although this process occurs during COA analysis and the test at this time is preliminary, it may be possible to declare a COA infeasible (for example, resources are obviously insufficient). However, it may be possible to fill shortfalls by requesting support from the commander or other means.

**(c) Acceptable** – Must balance cost and risk with the advantage gained. This test focuses on ways and risk.

- Does it contain unacceptable risks? (Is it worth the possible cost?)
- A COA is considered acceptable if the estimated results justify the risks. The basis of this test consists of an estimation of friendly losses in forces, time, position, and opportunity.
- Does it take into account the limitations placed on the commander (must do, cannot do, other physical or authority limitations)?
- Are COAs reconciled with external constraints, particularly ROE? This requires visualization of execution of the COA against each enemy capability.
- Although this process occurs during COA analysis and the test at this time is preliminary, it may be possible to declare a COA unacceptable if it violates the commander's definition of acceptable risk. Acceptability is considered from the perspective of the commander by reviewing the strategic objectives. (Draft JP 5-0, p. III-42)

**(d) Distinguishable** – Must be sufficiently different from other COAs in the following:

- The focus or direction of main effort.
- The scheme of maneuver.
- Sequential versus simultaneous maneuvers.
- The primary mechanism for mission accomplishment.
- Task organization.
- The use of reserves. (Draft JP 5-0, p. III-42)

**(e) Complete** – Does it answer the questions who, what, where, when, how, and why? The COA must incorporate:

- Objectives, desired effects to be created, and tasks to be performed.

- Major forces and capabilities required, to include [those]of international partners.
- Concepts for deployment, employment, and sustainment.
- Time estimates for achieving objectives.
- Military end state and mission success criteria (including the assessment: how the commander will know they have achieved success). (Draft JP 5-0, p. III-43)

(17) Conduct COA Development Brief to Commander.

## COA Development Brief Example

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Context/background (i.e., road to war)</li> <li>• Initiation—review guidance for initiation</li> <li>• Strategic guidance—planning tasks assigned to supported commander, forces/resources apportioned, planning guidance, updates, defense agreements, theater campaign plan(s), Guidance for Employment of the Force/Joint Strategic Campaign Plan</li> <li>• Forces allocated/assigned</li> <br/> <li>• JIPOE</li> <li>• Enemy Objectives</li> <li>• Enemy COAs – most dangerous, most likely, strengths and weaknesses.</li> <br/> <li>• Update facts and assumptions</li> <li>• Mission statement</li> <li>• Commander’s intent (purpose, method, end state)</li> <li>• End state: political/military             <ul style="list-style-type: none"> <li>– termination criteria</li> </ul> </li> <li>• Center of gravity analysis results: critical factors; strategic/operational</li> <li>• Joint operations area/theater of operations/communications zone sketch</li> <li>• Shaping activities recommended (for current theater campaign plan)</li> <li>• Flexible deterrent options with desired effect</li> </ul> | <ul style="list-style-type: none"> <li>• For each COA, sketch and statement by phase             <ul style="list-style-type: none"> <li>– Operational Environment (OE)</li> <li>– Objectives</li> <li>– Operational Concept                 <ul style="list-style-type: none"> <li>• Key tasks and purpose</li> <li>• <u>Lines of Effort / Lines of Operation</u></li> </ul> </li> <li>– Forces and capabilities required                 <ul style="list-style-type: none"> <li>• To include anticipated interagency roles, action and supporting tasks.</li> </ul> </li> <li>– Task Organization                 <ul style="list-style-type: none"> <li>• To include Main and Supporting efforts</li> <li>• <i>Identification of reserve (if appropriate)</i></li> </ul> </li> <li>– Communication Synchronization (including integration of Information Related Capabilities)</li> <li>– Integrated Timeline                 <ul style="list-style-type: none"> <li>• To include Required decisions, decisions timelines (e.g. mobilization, DEPOD), <i>and DPs</i></li> </ul> </li> <li>– <i>Command relationships, battlespace geometry, and organizational options</i> <ul style="list-style-type: none"> <li>• <i>By Phase if necessary</i></li> </ul> </li> <li>– <u>Tasks to Components and other Organizations</u></li> <li>– Sustainment concept (<u>incl Logistics Estimates and Feasibility</u>)</li> <li>– Deployment concept</li> <li>– Risk</li> <li>– <u>Synchronization Matrix</u></li> </ul> </li> <li>• COA summarized distinctions</li> <li>• COA priority for analysis</li> <li>• Commander’s Guidance</li> </ul> |
|---|---|
- Underlined / Green = additive (from JP 5-0 COA Dev Briefing Example)  
*Italics / Blue* = additive to JP 5-0

**Figure 4-8: COA DEV Brief Example Format**

(18) JFC Provides Guidance on COAs.

(a) Review and approve COA(s) for further analysis.

(b) Direct revisions to COA(s), combinations of COAs, or development of additional COA(s).



(c) Direct priority for which enemy COA(s) will be used during wargaming of friendly COA(s). ( Draft JP 5-0, p. III-43)

(19) Continue the Staff Estimate Process. The staff must continue to conduct their staff estimates of supportability for each COA. (Draft JP 5-0, p. III-43)

Staff directorates analyze and refine each COA to determine its supportability. A purpose of the staff estimate is to determine whether the mission can be accomplished and to determine which COA can best be supported. This, together with the supporting discussion, gives the commander the best possible information from which to select a COA. Each staff section analyzes each COA, its supportability, and which COA is most supportable from their particular, functional perspective.

(20) Conduct Vertical and Horizontal Parallel Planning.

(a) Discuss the planning status of staff counterparts with both commander's and JFC components' staffs.

(b) Coordinate planning with staff counterparts from other functional areas. This includes subject matter experts in gender and cultural issues.

(c) Permit adjustments in planning as additional details are learned from higher and adjacent echelons, and permit lower echelons to begin planning efforts and generate questions (e.g., requests for information). (Draft JP 5-0, p. III-43)

(21) The Planning Directive. The **planning directive** identifies planning responsibilities for developing joint force plans. It provides guidance and requirements to the staff and subordinate commands concerning coordinated planning actions for plan development ... Generally, the J-5 coordinates staff action for planning for the CCMD campaign and contingencies, and the J-3 coordinates staff action in a crisis situation. The J-5 staff ... may convene a preliminary planning conference for members of the JPEC who will be involved with the plan ... Many potential conflicts can be avoided by this early exchange of information. (Draft JP 5-0, pp. III-43-45)

**5. COA Analysis and Wargaming (Step 4).** The JPG analyzes in detail each COA that survived Step 3. The objective of this step is to analyze each COA critically, independently, and according to the commander's guidance in an effort to determine the advantages and disadvantages associated with each COA. The commander and staff analyze each COA separately according to the commander's guidance. COA



analysis is a valuable use of time that ensures COAs are valid. (Draft JP 5-0, p. III-45). See Figure 4-10 for the inputs, outputs, and potential steps involved. Wargaming is a “Garbage in – Garbage out” phenomenon. A poorly developed COA will produce wargame(s) that waste time and do not satisfyingly uncover the information necessary to improve COA Alternatives.

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## **JPP Step 4 – COA Analysis and Wargaming**

**Primary inputs:** revised staff estimates, COA alternatives, *opposing COAs*, synchronization matrices, Evaluation criteria

1. Develop COA Analysis Considerations
  - a) Evaluation Criteria
  - b) Critical Events
2. Wargame Analysis Decisions
  - a) Type of Wargame
  - b) Prioritize enemy COAs, or Partner capabilities
3. Conduct Wargame (review COAs independently)
4. Evaluate Results
5. Prepare Products
6. *Adjust COA to mitigate risk/better achieve objectives*
7. *Revise staff estimates*

**Primary outputs:** Potential decision points, Potential branches and sequels, Refined COAs, Revised staff estimates, Synchronization Matrices

*Wargamed COAs with graphic and narrative, Branches and sequels identified, Information on commander’s evaluation criteria, Initial task organization, Critical events and decision points, Newly identified resource shortfalls, Refined/new CCIRs and event template/matrix, Initial DST/DSM, Assessment plan and criteria.*

Italics / Blue = additive to JP 5-0    Underlined / Green = additive (from JP 5-0 COA War gaming text)

### **Figure 4-9: JPP Step 4--COA Analysis and Wargaming**

It also helps the commander and staff to:

- Determine how to maximize combat power against the enemy while protecting the friendly forces and minimizing collateral damage in combat or maximize the effect of available resources toward achieving CCMD and national objectives in noncombat operations and campaigns.
- Have as near an identical visualization of the operation as possible.
- Anticipate events in the OE and potential reaction options.
- Determine conditions and resources required for success while also identifying gaps and seams.

- Determine when and where to apply the force's capabilities.
- Plan for and coordinate authorities to integrate IRCs early.
- Focus intelligence collection requirements.
- Determine the most flexible COA.
- Identify potential decision points.
- Determine task organization options.
- Develop data for use in a synchronization matrix or related tool.
- Identify potential plan branches and sequels.
- Identify high-value targets.
- Assess risk.
- Determine COA advantages and disadvantages.
- Recommend CCIRs.
- Validate end states and objectives.
- Identify contradictions between friendly COAs and expected enemy end states. (Draft JP 5-0, pp. III-47-48)

It is critical that the analysis first looks at each COA independently from the other COAs; a comparison will come later. At this point, the staff is looking for best answers to the following questions (not inclusive):

- Will the tasks identified achieve the desired effects in a way that will achieve the desired conditions, and avoid generating unintended effects?
- How will military operations change the adversary and the operational environment over the course of the campaign?
- What are the points at which COAs don't offer enough flexibility to oppose adversary actions, and where might branches/sequels be required?
- What are the strengths and weaknesses of each COA, and how well does each COA meet the commander's vision for success? How well do they hold up under the rigor of a realistic opposing force or situation (for an HA mission, the enemy might not be an armed force).
- What are potential decision points where the commander must make a key decision, and the critical information requirements (CCIR) for the commander to make such a decision?
- Which aspects of the COA may introduce strategic challenges that must be resolved?

**Wargaming** is a primary means to conduct this analysis. Wargames are representations of conflict or competition in a synthetic environment, in which people make decisions and respond to the consequences of those decisions. COA wargaming is a conscious attempt to visualize the flow of the operation, given joint force strengths and dispositions, adversary capabilities and possible COAs, the

OA, and other aspects of the OE. (Draft JP 5-0, p. III-45) It is a conscious effort to visualize the flow of a plan, within an OE, using joint forces, while integrating the other instruments of power as appropriate, and confronting a realistic, thinking, and adaptive adversary. Wargaming assists joint-force planners to identify the strengths and weaknesses, associated risks, and asset shortfalls for each friendly COA. While joint doctrine refers to visualizing the flow of a military operation as the key element in wargaming, the commander and staff must also consider the application of all instruments of national power (DIME).

**a. COA Analysis Considerations.** Evaluation criteria and known critical events are two of the many important considerations as COA analysis begins. (Draft JP 5-0, p. III-49)

(1) Develop evaluation criteria. Determining the initial evaluation criteria is a critical requirement that begins before COA analysis. The commander may specify some of these criteria, but the JPG normally develops most of them. The commander is the final approval authority for the criteria, regardless of who develops them. The insights available from Mission Analysis, and from the commander's intent and planning guidance, may suggest appropriate evaluation criteria. Through the wargaming process, some additional evaluation criteria may emerge for use later in COA comparison.

(2) List Known Critical Events. These are essential tasks, or a series of critical tasks, conducted over a period of time that require detailed analysis (such as the series of component tasks to be performed on D-day). ... decision points are most likely linked to a critical event (e.g., commitment of the reserve force). (JP 5-0, p. V-36)

**b. Wargaming Analysis Decisions - two key decisions to make before COA analysis begins.**

(1) The first decision is to decide what type of wargame will be used. This decision should be based on commander's guidance, time and resources available, staff expertise, and availability of simulation models.

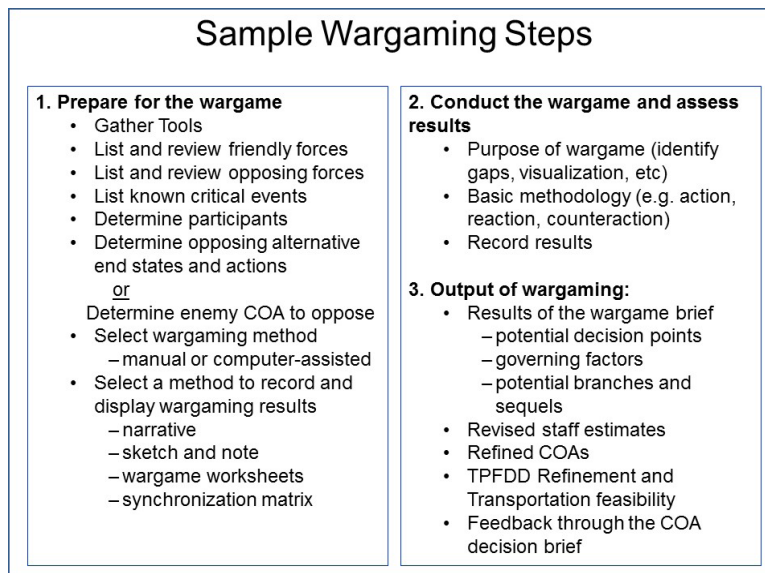
Methods include:

- Major periods construct with Pre-Hostilities, Hostilities, and Post-Hostilities.
- Phasing model articulated in joint doctrine or another phasing model developed for the campaign.
- Critical events sequencing, decisive points, or major tasks.
- Computer assisted.

(2) The second decision involves deciding in what order you will wargame. The JPG prioritizes to ensure key concerns are addressed before available time runs out. For example, it may decide to prioritize war gaming against the enemy’s most dangerous COA before the most likely COA, or vice versa. Similarly it may decide to wargame a specific COA early in the process because there is concern over partner capabilities that needs to be looked at closely.

(3) *War game each COA independently.* The COAs must be evaluated through the other actors’ eyes, given their political and cultural perspectives and biases, to determine if the proposed actions will change the intended behaviors in the manner that friendly planners believe -- a key aspect to achieve desired, rather than undesired, effects. Keep in mind that, in addition to actions by adversaries, actions by neutral or even friendly actors may need to be considered as “opposing” actions, as the goal is to achieve our desired operational environment. **While the main effort is on applying the use of military power, consider all available instruments of power.** While the commander may not be able to control the D, I, and E actions, he can coordinate these instruments with other actors who may be able to influence their application.

(4) *Conduct the war game.* The JPG will conduct the war game by assembling information, marshalling and assembling the proper tools and teams for analysis, and following a well-ordered process for systemic analysis of the proposed COAs. See Figure 4-11 for sample steps that can be conducted.



**Figure 4-10: Sample Wargaming Steps**

c. A simple manual war game method employs an action-reaction-counteraction format between “Blue” and “Red” teams. A possible framework to guide the flow is to use the Lines of Operation or Lines of Effort sequentially to work through the campaign. The

supervisor of the war game directs the questioning and ensures that war game time is not wasted. Blue, Red, and, if appropriate, Green (neutral actors) teams who *THINK* and speak for their forces when directed by the supervisor are critical to the process. The supervisor should identify a separate recorder to document the results in a useful format and to record any issues that cannot be resolved quickly. **White Cell**. A small cell of arbitrators normally composed of senior individuals familiar with the plan is a smart investment to ensure the wargame does not get bogged down in unnecessary disagreement or arguing. (Draft JP 5-0, p. III-52)

As the JPG conducts the war game, they interpret the results of analysis to ensure each COA remains valid. If a COA is unsuitable, infeasible, or unacceptable, they must discard or modify that COA. The JPG may also find that it needs to combine aspects of COAs to develop new ones. Throughout the analysis and wargaming process, the JPG must remain focused on the following areas:

- Objectives.
- Balance between creativity and the realities of the OE.
- The elements of operational design.
- Joint functions (JP 3-0).

d. *Record the war game*. Proceedings of the war game can be recorded by a variety of means:

- Narrative describing the action, probable reaction, counteraction, assets, and time used.
- Sketch-note which uses a narrative but adds operational sketches to paint a clear picture.
- Synchronization matrix organized by time or major events as columns, with functional and other major activity areas as rows. If used as a recording tool, this would form the beginning of the synchronization matrix that will provide the commander and staff a visualization tool for the campaign. It can be refined throughout planning, and should be updated throughout the campaign. The synchronization matrix helps staff officers build the detailed functional plans that support the campaign plan.

Synchronization Matrix Key results that should be recorded include:

- Decision points, potential evaluation criteria, CCIRs, COA adjustments, branches, and sequels.
- Refined event template.
- Initial Decision Support Template (DST).
- Decision Points and associated CCIRs. (Draft JP 5-0, pp. III-53-54)

Whichever method of recording the war game is used, it is important to capture the decision points, CCIRs, COA adjustments, potential branches and sequels, and potential undesired effects.

e. *Evaluate the Results.* The analysis of the COA as a result of the war game should include the following areas.

- Propensity to achieve the desired operational environment. Will the COA achieve the objectives? How long will it take?
- Advantages and disadvantages. What are the major elements of this COA that may present distinct advantages or disadvantages to the command?
- Critical events, decision points, and CCIR. What are the critical events that will determine whether objectives are achieved? What may happen that will require a commander decision to change the plan? What information does the commander need to make that decision? What elements of assessment must be added to the plan?
- Potential branches and sequels. What branches to the plan may be required to deal with possible deviations from the expected campaign? What branches or sequels may be required in the event of more rapid than expected success?
- Risks of undesirable effects. What are the potential second order effects of our actions (or of other actors' actions) that may have to be mitigated?
- Strategic challenges that must be resolved. What strategic issues emerged that must be brought to the attention of higher commands or civil authorities or partners? What are some possible mitigation strategies to these challenges?

After the war game is complete, there should be sufficient visualization of the campaign to solidify the tasks required. Some of these tasks will be related directly to achieving effects that will enable objectives to be met, while others will be supporting tasks (such as building bases, establishing logistics stocks and resupply routes, conducting JRSOI). Visualization and decision making tools that should come out of the evaluation include:

f. *Prepare Products.* Primary outputs are:

- Wargamed COAs with graphic and narrative. Branches and sequels identified.
- Information on commander's evaluation criteria.
- Initial task organization.
- Critical events and decision points.
- Newly identified resource shortfalls.
- Refined/new CCIRs and event template/matrix.
- Initial DST/DSM.



- Refined synchronization matrix.
- Refined staff estimates.
- Assessment plan and criteria. (Draft JP 5-0, pp. III-54-55)

g. *Adjust the COA to mitigate risk and enable it to better achieve objectives.* After analysis of the COA through wargaming, the staff can refine the COA to improve its likelihood of achieving the objectives in the time desired (given other limitations noted) and reduce the elements of risk. If the COA becomes significantly different, then it should be re-briefed to the commander. Care must be taken not to “morph” the COA so that it is no longer distinguishable from the other COAs.

h. *Update staff estimate.* Record observations about the COAs in the staff estimate, to include functional requirements, relevant challenges to the functional area, and mitigation measures relevant to the staff section’s function.

**6. Course of Action Comparison (step 5).** COA comparison is a subjective process whereby COAs are considered independently and evaluated/compared against a set of criteria that are established by the staff and commander. The objective is to identify and recommend the COA that has the highest probability of accomplishing the mission and is acceptable. (Draft JP 5-0, p. III-55-56). After rigorous independent analysis of each COA, the JPG compares the COAs using a common set of criteria.

COA comparison facilitates the commander’s decision making process by balancing the **ends, means, ways, and risk** of each COA. ... COA comparison helps the commander answer the following questions:

- What are the differences between each COA?
- What are the advantages and disadvantages?
- What are the risks? (Draft JP 5-0, p. III-56)

During the comparison process (See Figure 4-12 for the inputs, outputs, and potential steps involved), the JPG focuses on evaluating the value of each COA through the commander’s eyes -- using his visualization of the campaign as the standard. The purpose of the comparison is to determine which COA is the best fit for his intent, with least cost and risk, and greatest chance of success. Using evaluation criteria derived mostly from his intent and guidance, the staff **evaluates the COAs against the evaluation criteria — not against one another — to identify the one that best meets the commander’s needs.**



## JPP Step 5 – Compare Courses of Action

**Primary inputs:** *Refined COAs*, Advantages and disadvantages, wargaming results, evaluation criteria, revised staff estimates,

1. Determine/define comparison/evaluation criteria (add/delete)
2. Define and determine the standards for each criterion.
3. Compare COAs using objective evaluation criteria
4. *ID the COA that performs best (within criteria) against enemy's most likely and most dangerous COAs.*
  - a) *ID advantages and disadvantages*
  - b) *ID Risks*

**Primary outputs:** Evaluated COAs, Recommended COA, COA selection rationale, Revised staff estimates, refined CCIR, Synchronization Matrices

Figure 4-11: JPP Step 5 — Compare Courses of Action

a. Determine/define evaluation criteria.

- Criteria are based on the particular circumstances and should be relative to the situation.
- Review commander's guidance for relevant criteria.
- Identify implicit significant factors relating to the operation.
- Each staff identifies criteria relating to that staff function.
- Other criteria might include:
  - Political, social, and safety constraints; requirements for coordination with embassy/interagency personnel
  - Fundamentals of joint warfare
  - Elements of operational design
  - Doctrinal fundamentals for the type of operation being conducted.
  - Mission accomplishment
  - Risks
  - Implicit significant factors relating to the operation (e.g., need for speed, security)
  - Costs
  - Time.
  - Force protection
  - Casualties or collateral damage
  - Use of Flexible Deterrent Options
  - Impact on coalition interests

b. Define the comparison method and record. Actual comparison of COAs is critical. The staff may use any technique that facilitates reaching the best recommendation and the commander making the best decision. There are a number of techniques for comparing COAs. Examples of

several decision matrices can be found in Appendix F, "Course of Action Comparison." (Draft JP 5-0, p. 58)

c. COA comparison **is subjective and should not be turned into a strictly mathematical process.** The key is to inform the commander why one COA is preferred over the others in terms of the evaluation criteria and the risk. If the COAs are developed for significantly different options, a side-by-side comparison for selection may not be appropriate, as they have differing end states. However, this provides the commander the ability to show senior leaders the costs and risks of differing options rather than just different COAs within a single option to support strategic decision making. (Draft JP 5-0, p. III-58)

The COAs are compared using the evaluation criteria that was established prior to the wargaming (and probably augmented as a result of wargaming). The inputs to COA comparison are the independent staff estimates and war game results. The chief of staff or JPG leader directs the comparison discussion. Staff planners normally conduct the comparison in isolation from the commander, and may include the subordinate component staffs.

The staff should remain as objective as possible when comparing the COAs and avoid manipulating criteria to promote a "favorite COA." Weighting evaluation criteria is a frequent and often helpful technique to identify the most-critical criteria. Weighting, like evaluation criteria selection, should come prior to formal COA comparison to avoid assigned weight manipulation.

d. *Select the "best" staff-recommended COA.* After the comparison analysis, the staff must select the COA that they will recommend to the commander. This selection must consider not only the JPG analysis, but also each staff section's functional analysis of the COAs. COA comparison is ultimately a subjective process that uses collective staff judgment and should not become a purely mathematical exercise, though using "+, -, 0" or 1, 2, 3 as expressions of relative value may be appropriate. The key element in this process is the ability to articulate to the commander why one COA is preferred over another in terms of how well the COA meets the evaluation criteria. Using some type of decision matrix may help, but be careful to keep it as objective as possible. In essence, the staff is trying to use a measure of *objectivity* to evaluate and differentiate *subjectivity*. See Figure 4-13 and F-14 for examples.

One type of COA comparison matrix uses weighted numerical comparisons. In this method, each criterion is given a comparative weight based on its importance. This weight likely would be derived from commander's intent and guidance. Because the COAs are compared to the evaluation criteria, rather than to each other, there is no need to identify the 1st, 2nd, 3rd "place" COAs for each criterion. If "+, -, 0" is used, "+" means it does well in meeting the criteria, "-"

means it does not do as well, and “0” means it is balanced. If 1-3 is used as a scale, lower is better, so 1 means that the COA meets the evaluation criteria well, 3 means not well, and 2 is in the middle.

Evaluation Criteria	Weight	COA #1		COA#2		COA#3	
		Score	Weighted	Score	Weighted	Score	Weighted
Risk	2	3	6	1	2	2	4
Flexibility	1	2	2	2	2	1	1
Damage to Alliance	1	2	2	1	1	1	1
Force Protection	1	3	3	3	3	1	1
TOTAL			13		8		7

**Figure 4-12: Sample COA Comparison Matrix (Weighted Numerical)**

Some commanders are less comfortable with numerical ways to present the comparison. Another type of comparison matrix is below. Each COA is described in terms of advantage or disadvantage against the evaluation criteria.

COA	Advantages	Disadvantages
COA #1	<ul style="list-style-type: none"> <li>•Rapid Delivery</li> <li>•Meets Critical Needs</li> </ul>	<ul style="list-style-type: none"> <li>•Rough integration of forces</li> <li>•Rough transition</li> <li>•Complex organization</li> <li>•Not flexible</li> <li>•Marginally adequate force protection</li> </ul>
COA #2	<ul style="list-style-type: none"> <li>•Rapid Delivery</li> <li>•Meets critical needs</li> <li>•Smooth integration</li> <li>•Smooth transition</li> <li>•Adequate Force Protection</li> </ul>	<ul style="list-style-type: none"> <li>•Complex organization</li> <li>•Marginally flexible</li> </ul>
COA #3	<ul style="list-style-type: none"> <li>•Smooth integration</li> <li>•Smooth transition</li> <li>•Simple organization</li> <li>•Adequate force protection</li> </ul>	<ul style="list-style-type: none"> <li>•Slower delivery</li> <li>•Does not meet all critical needs</li> </ul>

**Figure 4-13: Sample COA Comparison Matrix (Descriptive)**

**7. Approve a Course of Action Step 6.** In this JPP step, the staff briefs the commander on the COA comparison and the analysis and wargaming results, including a review of important supporting information. The staff determines the preferred COA to recommend to the Commander. (Draft JP 5-0, p. III-59). See Figure 4-15 for the inputs, outputs, and potential steps involved in COA Approval. The aim is to obtain his decision on which COA to develop into the concept of operations (CONOPS) of the campaign. This enables the commander to refine his visualization of the campaign and provide further guidance to the staff on how to proceed with CONOPS development.

## JPP Step 6 – Course of Action Approval

**Primary inputs:** Refined COAs, recommended COA, Cmdr's personal analysis, *COA selection rationale, refined CCIR, revised staff estimates*

1. Prepare the COA Comparison/Decision Brief
2. *Recommend COA to Cdr*
3. Commander Selects/Modifies the COA
4. *Receive Cdr guidance for plan development*
5. *Confirm refined Commander's Intent*
6. Refine Selected COA
7. *Update staff estimates*
8. Prepare the 'Commander's Estimate' if required.
9. CJCS Estimate Review

**Primary outputs:** Commander's COA selection with modifications, Refined Commander's Intent, Commander's Estimate (if required), *Guidance for plan development*

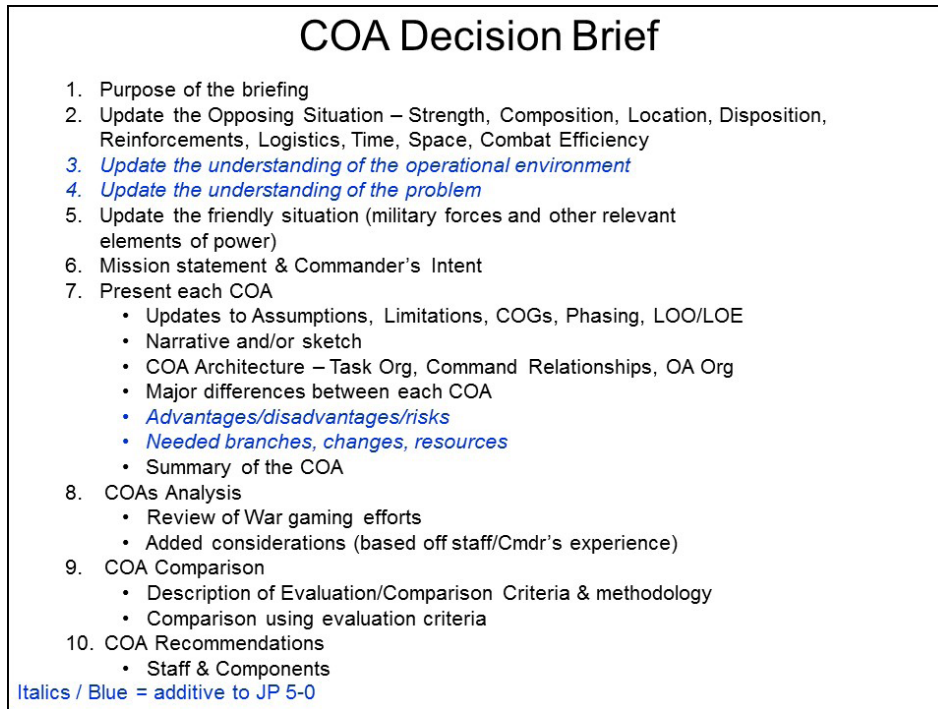
*Italics / Blue = additive to JP 5-0*



### Figure 4-14: JPP Step 6 — Course of Action Approval

a. Prepare and Present the COA Decision Briefing. The staff briefs the commander on the COA comparison, COA analysis, and wargaming results. The briefing should include a review of important supporting information such as the current status of the joint force, the current JIPOE, and assumptions used in COA development. (Draft JP 5-0, p. III-59)

b. *Recommend COA to the commander.* During the brief (see Figure 4-16 for an example agenda), it is important that dissenting views be heard so that the commander can understand all aspects of the analysis. Staff officers should be encouraged to expound on issues in their functional areas if needed. Subordinate commands should be present, or linked via video-teleconference. Other partners also should be invited to the brief, to include other government agencies and key multinational partners, to the extent possible or appropriate. Staff officers from those organizations are probably part of the JPG, so there should be no surprises.



**Figure 4-15: Sample COA Decision Brief Agenda**

c. *Commander Selects/Modifies the COA.* The commander, upon receiving the staff's recommendation, combines personal analysis with the staff recommendation, resulting in a selected COA. It gives the staff a concise statement of how the commander intends to accomplish the mission, and provides the necessary focus for planning and plan development. The commander may:

- Concur with staff/component recommendations, as presented.
- Concur with recommended COAs, but with modifications.
- Select a different COA from the staff/component recommendation.
- Combine COAs to create a new COA.
- Reject all and start over with COA development or mission analysis.
- Defer the decision and consult with selected staff/commanders prior to making a final decision. (Draft JP 5-0, p. III-59-61)

d. *Receive commander's guidance for concept development.* As part of the COA decision brief, or following it, the commander will likely provide additional guidance that will guide the development of the approved COA into the concept of operations (CONOPS).



e. *Confirm updated commander's intent.* Upon hearing the analysis of the COAs, the commander is likely to understand the environment and the problem(s) better. This may cause commanders to adapt their intent/guidance. This is an opportunity for the commander to transmit any updates to the staff and other relevant planning parties.

f. *Refine the Selected COA.* Once the commander selects a COA, the staff will begin the refinement process of that COA into a clear decision statement to be used in the commander's estimate. At the same time, the staff will apply a final "acceptability" check.

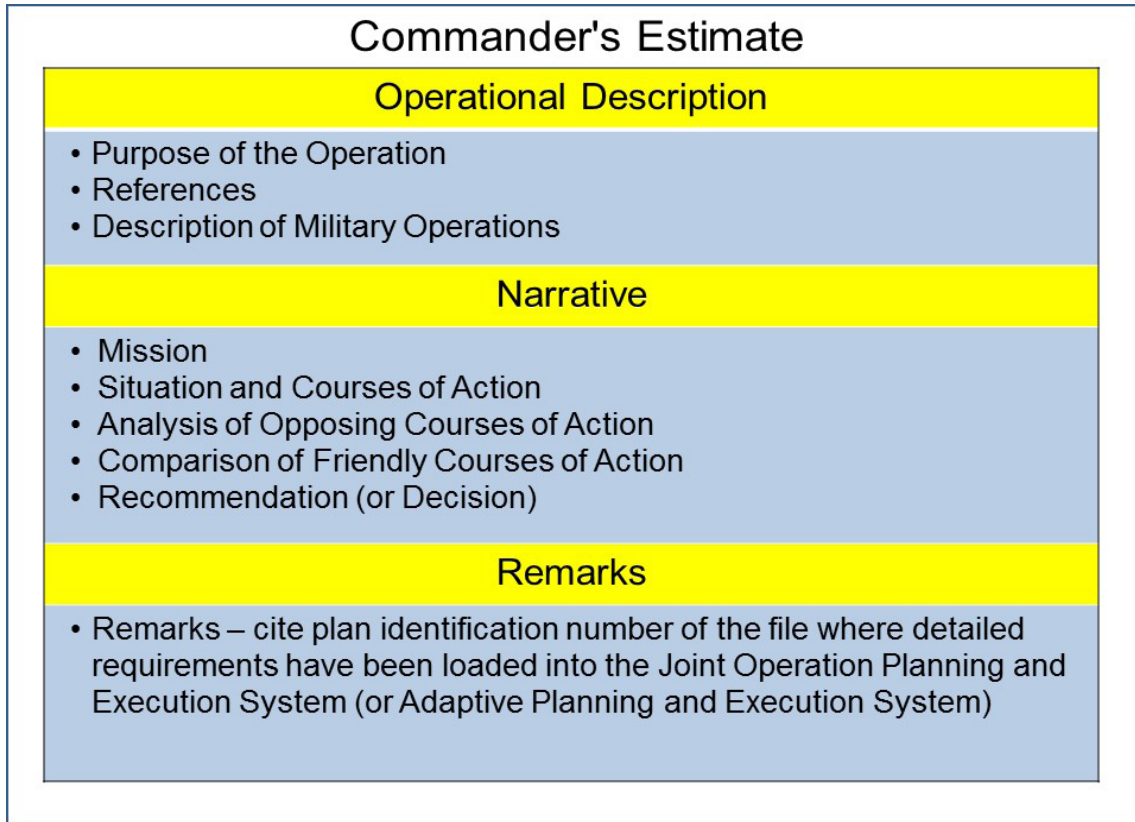
- Staff refines commander's COA selection into clear decision statement.
  - o Develop a brief statement that **clearly and concisely** sets forth the COA selected and provides whatever info is necessary to develop a plan for the operation (no defined format).
  - o Describe what the force is to do as a whole, and as much of the elements of when, where, and how as may be appropriate.
  - o Express decision in terms of what is to be accomplished, if possible.
  - o Use simple language so the meaning is unmistakable.
  - o Include statement of what is acceptable risk.
- Apply final "acceptability" check.
  - o Apply experience and an understanding of situation.
  - o Consider factors of acceptable risk versus desired objectives consistent (Draft JP 5-0, pp. III-61-62)

g. *Update staff estimates.* Once the commander makes a decision on a COA, provides any additional guidance, and updates his intent, staff officers record this new information and refine their estimates of the campaign's supportability from their functional viewpoint.

h. *Prepare the Commander's Estimate.* The commander's estimate provides a **concise narrative statement** of how the commander intends to accomplish the mission and provides the necessary focus for campaign planning and contingency plan development. Further, it responds to the establishing authority's requirement to develop a plan for execution. The commander's estimate provides a continuously updated source of information from the perspective of the commander. (Draft JP 5-0, p. III-62). It also provides the necessary focus for continued campaign planning and for developing an OPLAN/ OPORD. (See Figure 4-16 for a potential outline for this estimate).



With appropriate horizontal and vertical coordination, the commander's COA selection may be briefed to and approved by SecDef. The commander's estimate then becomes a matter of formal record keeping and guidance for component and supporting forces. (Draft JP 5-0, p. III-62)

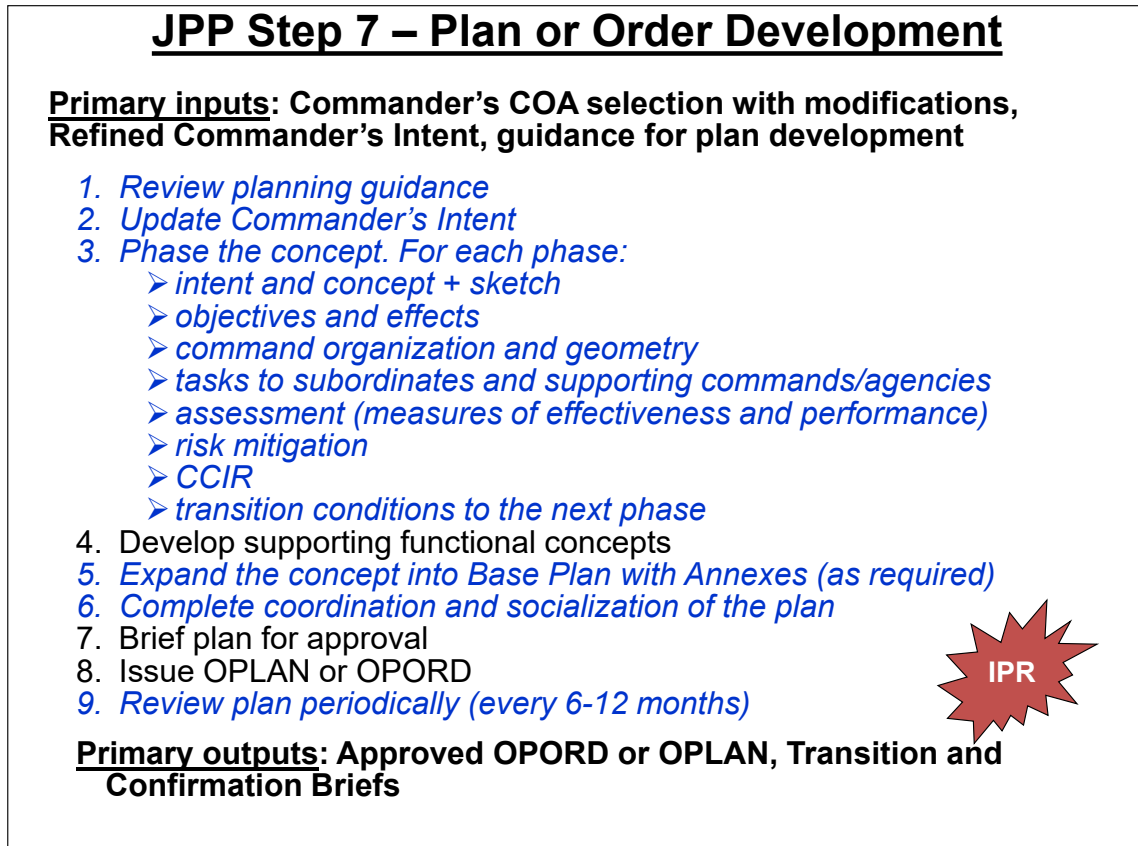


**Figure 4-16: Commander's Estimate Outline** (Example format is in Appendix E)

i. *Conduct CJCS Estimate Review and possible IPR.* During this Review and IPR, the CJCS and SecDef (or his representative) will consider the CCDR's analysis and approve (or modify) the CONOPS for further development. The estimate review determines whether the scope and concept of planned operations satisfy the tasking and will accomplish the mission, determines whether the assigned tasks can be accomplished using available resources in the timeframes contemplated by the plan, and ensures the plan is proportional and worth the expected costs. As planning is approved by SecDef (or designated representative) during an IPR, the commander's estimate informs the refinement of the initial CONOPS for the plan. (Draft JP 5-0, p. III-63)

**8. Plan or Order Development (Step 7).** After the commander has approved a course of action and provided additional guidance to the staff for development of the CONOPS

and the full plan (with updates as required after any IPRs for combatant commands), the staff develops the CONOPS into an operations plan or operations order. See Figure 4-18 for the inputs, outputs, and potential steps involved. The CONOPS must be developed to provide the detail required for the staff to build the base plan and prepare supporting annexes, and supporting and subordinate organizations to build supporting functional plans.



**Figure 4-17: JPP Step 7 — Develop the Plan**

**a. The CONOPS :**

- States the commander’s intent.
- Describes the central approach the JFC intends to take to accomplish the mission.
- Provides for the application, sequencing, synchronization, and integration of forces and capabilities in time, space, and purpose (including those of multinational and interagency organizations as appropriate).
- Describes when, where, and under what conditions the supported commander intends to conduct operations and give or refuse battle, if required.
- Focuses on friendly, allied, partner, and adversary COGs and their associated critical vulnerabilities.

- Provides for controlling the tempo of the operation.
- Visualizes the campaign in terms of the forces and functions involved.
- Relates the joint force's objectives and desired effects to those of the next higher command and other organizations as necessary. This enables assignment of tasks to subordinate and supporting commanders. (Draft JP 5-0, p. III-63)

If the scope, complexity, and duration of the military action contemplated to accomplish the assigned mission warrants execution via a series of related operations, then the staff outlines the CONOPS as a campaign. They develop the preliminary part of the operational campaign in sufficient detail to impart a clear understanding of the commander's concept of how the assigned mission will be accomplished. (Draft JP 5-0, p. III-64)

**b. Format of Military Plans and Orders.** Plans and orders can come in many varieties from very detailed campaign plans and contingency plans to simple verbal orders. They may also include orders and directives such as OPOORDs, WARNORDs, PLANORDs, ALERTORDs, EXORDs, FRAGORDs, PTDOs, and DEPORDs.

**c. Plan or Order Development.** There are 9+/- planning activities conducted during this step.

- Force Planning
- Support Planning
- Deployment and Redeployment Planning
- Shortfall Identification
- Feasibility Analysis
- Refinement
- Documentation
- Plan Review and Approval
- Supporting Plan Development

The potential steps below lay out a way to conduct these activities. While it makes sense to conduct them sequentially, in reality many occur simultaneously and are adjusted as necessary when significant changes happen within other activities (e.g. the Force Planners will begin building the TPFDD and make adjustments as the support planning adjusts what and when units are needed).

- *Review planning guidance.* The staff should review the commander's guidance as updated throughout the planning process and as modified as a result of the IPR and associated discussions by the commander.
- *Update the commander's intent.* The commander should republish his intent, with any changes to it that may result from his increased understanding of the OE and the problem, and his vision for the campaign.

- *Phase the concept.* Refine the phasing of the operation or campaign. Each phase is designed to nest with the intent for the overall campaign and sequenced to achieve an end state that will set conditions for commencement of the next phase. The commander will declare his intent for each phase that supports his overall intent for the operation or campaign. Each phase must have a specified set of conditions for both the beginning and intended end state. Leaders should recognize that lines of operation or effort are likely to run throughout the phases to provide the logical framework for the entire operation or campaign. **Each operation or campaign is unique and the phasing must make sense for the campaign.** While phases should ideally be flexibly event-oriented, the staff must also consider the time-oriented resourcing requirements for the activities of each phase.

In the past, Joint doctrine prescribed six standard phases—shape, deter, seize the initiative, dominate, stabilize, and enable civil authority—but the doctrinal rigidity was problematic in describing operations that were not predominately military. While it worked well for operations such as Desert Storm, it was not useful for long term campaigns and competition activities that occur below the level of armed conflict (e.g. U.S. actions toward Russia in Ukraine). Joint doctrine still calls for the use of phasing to *organize and conduct complex joint operations in manageable parts...phasing should help the commander and staff understand the sequence of actions forces must execute to be successful (Draft JP 5-0, p. IV-37)* Phases should be adapted to the environment, the problem, and the operational approach – not vice versa.

For each phase, the campaign's CONOPS should describe the following elements.

- **Intent and schemes of movement and maneuver.** The commander's intent for the phase must be clear. Describe the purpose, end state, and the operational risk to the campaign during this phase. The schemes of movement and maneuver may be narratives of the various lines of operation and effort as they are executed during this particular phase. The flow of forces and capability into theater are broadly described as are subsequent joint force maneuver schemes to achieve the various operational objectives. In campaigns where LOEs are used (as opposed to LOOs) and/or where positional advantage may not be consistently critical to success, the scheme of maneuver uses the logic of purpose and may describe how and when certain objectives within each LOE must be achieved, especially in relation to the objectives on the other LOEs of the campaign.
- **Objectives and effects** (desired and undesired). Describe the objectives for each phase, and the major effects that must be achieved to realize those objectives. Describe how the force's objectives are related to those of the next higher organization and to other organizations (especially if the military is a supporting effort).
- **Tasks to subordinate and supporting commands and agencies.** The commander assigns tasks to subordinate commanders, along with the capabilities and support necessary to achieve them. Area tasks and responsibilities focus

- on that specific area to control or conduct operations. Functional tasks and responsibilities focus on the performance of continuing efforts that involve the forces of two or more Military Departments operating in the same domain (air, land, sea, or space) or where there is a need to accomplish a distinct aspect of the assigned mission. Include identification of requests for support to organizations outside of DOD.
- **Command and control organization and geometry of the area of operations.** Note any changes to the command and control structure or to the geometry of the area of responsibility (for combatant commands) or joint operations area (for subordinate joint forces) or area of operations (for subordinate non-joint forces).
  - **Assessment methodology.** Identify the basic methodology for assessing accomplishment of objectives. Include assessments to help gauge if the objectives actually support achievement of the end state.
  - **Risk mitigation.** Identify the areas of risk concern to the commander and outline how the risk may be mitigated.
  - **CCIR and associated decision points.**
  - **Transition to the next phase.** Describe how the joint force will move to the next phase. Describe the end state conditions for the phase, which should tie directly to the initiation conditions for the next phase. Include a description of transition of control from the joint force to other parties for aspects of the overall campaign.
  - *Develop supporting functional concepts.* Once the general CONOPS is built, supporting concepts are built to ensure supportability and coordination among all of the functions. Some of the key functional concepts are for logistics support, force projection, information operations, joint fires, force protection, and command, control, and communications. The staff will review the functional concepts to ensure coordination.

Synchronization of the plan takes place once all of the supporting concepts have been developed. **Synchronization is the art of arranging all activities (military and otherwise) in the right sequence and place, with the right purpose, to produce maximum effect at the decisive points.** Synchronization will continue after development of the plan, through brief-backs, rehearsals, and execution. A synchronized and fully integrated CONOPS becomes the Base Plan. For Level 2 plans, this is the end of plan development, other than coordination.

- *Expand the CONOPS into a Base Plan with annexes.* “Management and Review of campaign and Contingency Plans” (CJCSI 3141.01F) provides specific guidance and procedures on the activities for organizations to prepare required plans and concepts. It directs the typical activities that other organizations will accomplish as they plan for joint operations. For example, a combatant command which is preparing a crisis-related OPORD at the President’s direction will follow specific procedures and milestones in force planning, TPFDD development, and shortfall identification.

The staff and supporting commands focus on developing a cohesive and detailed plan for how to employ forces and capabilities throughout the campaign to realize the commander's vision. As the CONOPS develops into a fully-detailed plan, a number of activities coincide in a parallel, collaborative, and iterative fashion rather than in a sequential and time-consuming manner. Time is always a factor; conducting simultaneous, synchronized development activities at all levels will be critical to shorten the planning cycle and make best use of the limited time available.

Planners frequently adjust the plan or order based on results of force planning, support planning, deployment planning, shortfall identification, revised JIPOE, changes to strategic guidance, or changes to the commander's guidance resulting from his continuous operational design of the campaign. Refinement continues even after execution begins, with changes typically transmitted in the form of fragmentary orders (FRAGO) rather than revised copies of the plan or order.

(1) **Support planning.** Support planning is conducted concurrently with force planning to determine and sequence logistics and personnel support in accordance with the plan CONOPS. Support planning includes all core logistics functions: deployment and distribution, supply, maintenance, logistic services, OCS, health services, and engineering. (Draft JP 5-0, p. III-68). It encompasses such essential factors as:

- Concept of Logistics Support
  - Directive Authority for Logistics (DAFL)
  - Lead Service (if necessary)
  - Base Operating Support-Integrator
  - Partner Nation Support and HNS
- Responsibilities
- Logistics Support Analysis (LSAs)
- Transportation Refinement
- Airfield operations
- Management of non-unit replacements
- Health service support
- Personnel management
- Financial management
- Handling of prisoners of war and detainees
- Theater civil engineering policy
- Logistics-related environmental considerations
- Support of noncombatant evacuation operations and other retrograde operations
- Executive agent identification



Support planning is primarily the responsibility of the Service Component Commanders who identify and update support requirements in coordination with the Services, the Defense Logistics Agency, and USTRANSCOM. They initiate the procurement of critical and low-density inventory items, determine host-nation support (HNS) availability, develop plans for total asset visibility, and establish phased delivery plans for sustainment in line with the phases and priorities of the concept. They develop battle damage repair programs, reparable retrograde plans, container management plans, force and line-of-communications protection plans, supporting phased transportation and support plans aligned to the strategic concept, and report movement support requirements. Service Component Commanders continue to refine their sustainment and transportation requirements as the force providers identify and source force requirements. The requirements and transportation planning must be integrated and coordinated by the CCDR to ensure synchronization with the concept of operations, to reduce redundancies and manage risk, and to integrate transportation requirements with the force flow.

(2) **Force planning.** The primary purposes of force planning are to identify all forces needed to accomplish the CONOPS, accounting for attrition and capability decrements resulting from contested environments, and effectively phase the forces into the OA. Force planning consists of determining the force requirements by operation phase, mission, mission priority, mission sequence, and operating area. It includes force requirements review, major force phasing, integration planning, and force list refinement ... Proper force planning allows the identification of preferred forces to be selected for planning and included in the supported commander's CONOPS by operation phase, mission, and mission priority. Service components and supporting CCDRs then collaboratively determine the specific decision points that enable deployment and sustainment capabilities required in accordance with the CONOPS. (Draft JP 5-0, p. III-67)

Force planning begins early during concept development but must be refined and finalized during detailed planning. There must be a balance between the flexibility provided by the plan and the requirements to identify forces, recalling that inclusion in a plan implies a level of preparation requirement for units. The commander determines **force requirements**, develops a letter of instruction for **time phasing and force planning**, and designs **force modules** to align and time-phase the forces in accordance with the concept under development. Major forces and elements initially come from those apportioned or allocated for planning by operational phase, mission, and mission priority. Service components then collaboratively make tentative assessments of the specific combat and supporting capabilities required. The commands should not be constrained by the apportioned forces, but must be able to provide clear rationale for capabilities required that are not apportioned. The commander typically describes force requirements in the form of broad capability descriptions or unit type codes, depending on the circumstances.

After sourcing the actual forces, the CCDR's staff refines the force plan to ensure it supports the concept, provides force visibility, and enables flexibility. The commander identifies and resolves shortfalls, or reports shortfalls with a risk assessment during his review. The supported CCDR submits the required force packages through the Joint Staff to the force providers for sourcing as described in Appendix B.

(3) **Support Planning.** Support planning is conducted concurrently with force planning to determine and sequence logistics and personnel support in accordance with the plan CONOPS. Support planning includes all core logistics functions in permissive, uncertain, and hostile environments. It includes: Concept of Logistics, Logistics Supportability, and Transportation Refinement (Draft JP 5-0, pp. III-68-69)

(4) **Deployment and redeployment planning.** The anticipated operational environment dictates the type of entry operations, deployment concept, mobility options, pre-deployment training, and force integration requirements. The CCDR is responsible for developing the **deployment concept** and identifying predeployment requirements. The combatant command is also responsible for **movement planning**, manifested through the TPFDD file, assisted by the force providers and USTRANSCOM. In particular, USTRANSCOM robustly assists with current analysis and assessment of movement C2 structures and systems, available organic, strategic and theater lift assets, transportation infrastructure, and competing demands and restrictions. All parties recognize that operational requirements may change, resulting in changes to the movement plan. Planners must understand and anticipate the physical limitations of movement assets and infrastructure, and the impact of change, since any change will have an effect on the rest of the TPFDD. Finally, the supported command is responsible for **Joint Reception, Staging, Onward Movement, and Integration (JRSOI)** planning. JRSOI planning ensures an integrated joint force arrives and becomes operational in the area of operations as required.

The supported command, in coordination with the Joint Staff, USTRANSCOM, force providers, and supporting commands, conducts a refinement conference for deployment and JRSOI. The purpose of this conference is to ensure the force deployment plan maintains force mobility throughout any movements, continuous force visibility and tracking, effective force preparation, and full integration of forces into a joint operation while enabling unity of effort. This refinement conference examines planned missions, the priority of the missions within the operational phases, and the forces assigned to those missions.

(5) **Shortfall identification.** Along with hazard and threat analysis, shortfall ID is conducted throughout the plan development process. The supported commander continuously identifies limiting factors, capability shortfalls, and associated risks as plan development progresses. Where possible, the supported commander re-

solves the shortfalls and required controls and countermeasures through planning adjustments and coordination with supporting and subordinate commanders. If the shortfalls and necessary controls and countermeasures cannot be reconciled or the resources provided are inadequate to perform the assigned task, the supported commander reports these limiting factors and assessment of the associated risk to the CJCS. The CJCS and the JCS consider shortfalls and limiting factors reported by the supported commander and coordinate resolution. However, the completion of plan development is not delayed pending the resolution of shortfalls. (Draft JP 5-0, p. III-72)

(6) **Feasibility analysis.** The focus in this activity is to ensure assigned mission accomplishment using available resources within the plan's contemplated time frame. The results of force planning, support planning, deployment planning, and shortfall identification will affect OPLAN or OPORD feasibility. The primary factors analyzed for feasibility include sustainment forces, resources, and transportation. (Draft JP 5-0, pp. III-72-73). The goal is to determine whether the apportioned or allocated resources can deploy to the joint operational area when required, be sustained throughout the operation, and be employed effectively, or whether the scope of the plan exceeds the apportioned resources and supporting capabilities. Measures to enhance feasibility include adjusting the CONOPS, ensuring sufficiency of resources and capabilities, and maintaining options and reserves.

(7) **Documentation.** When the TPFDD is complete and end-to-end transportation feasibility has been achieved and is acceptable to the supported CCDR, the supported CCDR completes the documentation of the plan or OPORD and coordinates access with respective JPEC stakeholders to the TPFDD as appropriate. (Draft JP 5-0, p. III-73) To ensure future planners can understand the history of decisions made (who, when, why, etc.), the planning products should be organized and put into proper documentation so that they can be stored and referenced when necessary. This step is difficult to manage because planners are quickly pulled away to work on other plans. However, if this step is not conducted, planners may find themselves "re-inventing" the wheel, disconnecting future actions from a planned campaign, or scrambling to find information during investigations or Congressional inquiries.

(8) **Movement Plan Review and Approval.** When the plan or OPORD is complete, JS J-5 coordinates with the JPEC for review. The JPEC reviews the plan or OPORD and provides the results of the review to the supported and supporting CCDRs and the CJCS. The CJCS reviews and provides recommendations to SecDef, if necessary. The JCS provides a copy of the plan to OSD to facilitate parallel review of the plan, decisions, and authorities required, and to inform US-D(P)'s recommendation of approval/disapproval to SecDef. After the CJCS's and USD(P)'s review, SecDef or the President will review,

approve, or modify the plan. The President or SecDef is the final approval authority for OPORDs, depending upon the subject matter. (Draft JP 5-0, p. III-73)

(9) **Transition.** Effective transition of the plan from the planners who have been intimately involved in developing all of the details of the plan, to the operators, who will not be as familiar with the intricate details of the plan, is critical. Transition is an orderly turnover of a plan or order as it is passed to those tasked with execution of the operation. It provides information, direction, and guidance relative to the plan or order that will help to facilitate situational awareness. Additionally, it provides an understanding of the rationale for key decisions necessary to ensure there is a coherent shift from planning to execution. These factors coupled together are intended to maintain the intent of the CONOPS, promote unity of effort, and generate tempo. ... Transition may be internal or external in the form of briefs or drills. Internally, transition occurs between future plans and future/current operations. Externally, transition occurs between the commander and subordinate commands. (Draft JP 5-0, p. III-73-74)

- **Transition Brief.** At higher levels of command, transition may include a formal transition brief to supporting, subordinate, or adjacent commanders, and to the staff supervising, provides an overview of the mission, commander's intent, task organization, and the assessed enemy and friendly situation. The brief may include items from the order or plan such as:
  - Higher headquarters' mission and commander's intent.
  - Mission.
  - Commander's intent.
  - CCIRs.
  - Task organization.
  - Situation (friendly and enemy forces and other threats).
  - Neutral networks and nonmilitary considerations.
  - CONOPS.
  - Execution (including branches and potential sequels).
  - Planning support tools (such as a synchronization matrix).
  
- **Confirmation Brief.** A confirmation brief is given by a subordinate commander after receiving the order or plan. Subordinate commanders brief the higher commander on their understanding of commander's intent, their specific tasks and purpose, and the relationship between their unit's missions and the other units in the operation. The confirmation brief allows the higher commander to identify potential gaps in the plan, as well as discrepancies with subordinate plans. It also gives the commander insights into how subordinate commanders intend to accomplish their missions.

- **Transition Drills.** Transition drills increase the situational awareness of subordinate commanders and the staff and instill confidence and familiarity with the plan. Sand tables, map exercises, and rehearsals are examples of transition drills.
- **Plan Implementation.** Military plans and orders should be prepared to facilitate implementation and transition to execution. For a plan to be implemented, the following products and activities must occur:
  - Confirm assumptions.
  - Model the TPFDD to confirm the sourcing and transportation feasibility assessment.
  - Establish execution timings. Set timelines to initiate operations to allow synchronization of execution.
  - Confirm authorities for execution. Request and receive the President or SecDef authority to conduct military operations.
  - Conduct execution sourcing from assigned and available forces.
  - Issue necessary orders for execution. The CJCS issues orders implementing the directions of the President or SecDef to conduct military operations. CCDRs subsequently issue their own orders directing the activities of subordinate commanders. (Draft JP 5-0, pp. III-74-75)

The planning requirements described above enable good coordination of the plan. The supported command's CONOPS drives the supporting concepts, but not until the supported command completes coordination of all of the annexes to the plan can the supporting commands and agencies ensure that they have addressed all of the requirements adequately. Supported commands review all of the supporting plans once they are prepared to ensure that the plan is fully coordinated.

Planning for multinational operations is coordinated through various means. Individual treaty or alliance procedures set the stage for collective-security goals, strategies, and combined OPLANs, in accordance with U.S. doctrine and procedures. Thus, much guidance for joint operations is conceptually applicable to alliance and coalition planning; the fundamental issues are much the same. Host-nation support and mutual support agreements facilitate combined operations. Coordination of planning is through established, coalition bodies, and at the theater and operational levels by CCDRs or other subordinate U.S. joint commands who are charged with operational planning matters. This coordination should be continuous throughout the operational design and planning of the campaign, but there must also be a formal coordination step to validate that all of the coordination has been completed and accepted by all parties.

In a similar vein, coordination of the plan with interagency partners is conducted both informally and formally. CCDRs and JFCs should encourage and solicit maximum participation of appropriate interagency planners in the operational design of campaigns and operations.

Their participation throughout planning is extremely beneficial to expand the perspectives and expertise provided in operational design and in achieving unity of purpose and then unity of effort in the campaign or operation. However, formal coordination of OPLANs is done at the Department level, once an OPLAN is approved by the SecDef.



## CHAPTER 5: DEVELOPMENT OF COMBATANT COMMAND (CCMD) STRATEGY AND THE CCMD CAMPAIGN PLAN (CCP)

**1. Introduction.** The NSS is required annually by Title 50, USC, Section 3043. It is prepared by the Executive Branch of the USG for Congress and outlines the major national security concerns of the United States and how the administration plans to address them using all instruments of national power. The document is often purposely general in content, and its implementation by DOD relies on elaborating direction provided in supporting documents (e.g., the NDS and NMS). Geographic combatant commanders (GCCs) develop a CCMD strategy that links national strategic direction to joint planning. The CCMD strategy addresses the specific application of military resources in coordination with other instruments of national power in their geographic region as well as requirements for global coordination and synchronization with other GCCs and Functional combatant commanders (FCCs). FCCs develop functional strategies in support of national and GCCs' theater strategies. (Draft JP 5-0 II-3 and III-15)

a. The President, aided by the NSC, establishes policy and national strategic objectives. SecDef translates these objectives into strategic military objectives that facilitate theater strategic planning. CCDRs usually participate in strategic discussions with the President and SecDef through the CJCS. CCDRs also participate in strategic discussions with allies and multinational partners. **Thus, the CCDR's strategy relates to both US national strategy and operational-level activities within the theater.** Military strategy, derived from national policy and strategy and informed by doctrine, provides a framework for conducting operations. (JP 3-0, I-13)

b. **Combatant Command Strategy, like national strategy, identifies the command's broad, long-range objectives that contribute to national security. The command strategy provides the link between national strategic guidance and joint planning. is a broad statement of the commander's long-term vision. It is the bridge between national strategic guidance and the joint planning required to achieve national and theater objectives and attain end states.** Specifically, it links CCMD ends, ways, and means to USG policy and strategic guidance. A strategy should describe the ends as directed in strategic guidance and the ways and means to attain them. A strategy should begin with the strategic estimate. Although there is no prescribed format for a strategy, it may include the commander's vision, mission, challenges, trends, assumptions, risks, and

a strategic approach in the form of broad ends, ways, and means. CCDRs employ strategies to align and focus efforts to prepare for conflict and contingencies, and advance U.S. interests. To support this, strategies normally emphasize application of strategy ways as well as preparation for contingencies linked to risk associated with invalid assumptions. Strategies typically employ close cooperation with DOS, embassies, and other USG departments and agencies. A strategy should be informed by the means or resources available to support the attainment of designated end states and may include military resources, programs, policies, and available funding. CCDRs publish strategies to provide guidance to subordinates and supporting commands and improve coordination with other USG departments and agencies and regional partners. **A CCDR operationalizes a strategy through a campaign plan.** (DRAFT JP 5-0 II-8 enhanced).

c. Commanders and their staffs employ Strategic Art and Operational Art to develop a Strategic Estimate (Provides a format for capturing the four frames of operational design/output from the nine-step process) and their CCMD Strategy (Turns Strategic Estimate into a narrative format and includes a refined strategic approach).

(1) **Strategic art.** Strategic art is the formulation, coordination, and application of ends, ways, and means to implement policy and promote national interests. (DRAFT JP 5-0 xii)

(2) **Operational art.** is the cognitive approach by commanders and staffs—supported by their skill, knowledge, experience, creativity, and judgment—to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, means, and evaluating risks. (DRAFT JP 5-0 xii)

(3) **Linkage between Strategic art and Operational art.** Strategic art and operational art are mutually supporting. Strategic art provides policy context to objectives, while operational art demonstrates the feasibility and efficacy of a strategy. Operational planning translates strategy into executable activities, operations, and campaigns, within resource and policy limitations to achieve objectives. (DRAFT JP 5-0 xii)

(4) **Strategic estimate.** The CCDR and staff, with input from subordinate commands and supporting commands and agencies, prepare a strategic estimate by analyzing and describing the political, military, economic, social, information, and infrastructure (PMESII) factors and trends, key relationships and links between relevant actors or networks, and the threats and opportunities that facili-

tate or hinder achievement of the objectives over the timeframe of the strategy. (DRAFT JP 5-0, II-9)

The purpose of CCMD strategy is to clarify and exert influence over the environment of today to create strategic effects favorable to achievement of the desired environment of tomorrow. CCMD strategy must be framed in terms that allow adaptability and flexibility to react to the changing environment, to seize opportunities, and to hedge against setbacks. CCDRs develop a CCMD strategy focused on military objectives across the competition continuum for their area of responsibility that will further the national interests. Additionally, CCDRs assigned as a coordination authority for a primary threat listed in the NDS/NMS will describe desired conditions to be coordinated in other CCDR AORs necessary to achieve national ends.

In time of war, the President or SecDef may designate a theater of war, in which case a CCDR, or an assigned subordinate commander, may develop a CCMD strategy for the accomplishment of national or coalition aims within that theater of war. However, for the purposes of this chapter, our point of reference for developing a CCMD strategy is the CCDR's assigned AOR in the Unified Command Plan. Note that the thought process for developing a strategy for a theater of war would be very similar.

d. *The policy-strategy interaction.* Strategy is always subordinate to policy. However, there is a two-way dependent relationship between policy and strategy. Though many in the military would like to be given clear policy aims and then be left alone to apply military power to achieve them, in reality, it does not work that way—nor should military strategists want it to work that way. In fact, there is a dynamic between policy aims and strategy (use of the instruments of power to achieve the aims). Strategy must be clear and flexible to react to changing policy aims. Political aims may evolve even as the strategy is being implemented and the effects of that strategy are seen. Policy may change in reaction to unanticipated opportunities or challenges. The CCDR must keep national policy makers informed of changes to the environment that affect such policy decisions and to provide advice on the potential outcomes of changing policy aims. Senior military commanders must be completely frank about the limits of what military power can achieve, with what risk, in what time frame, and at what cost. The CCDR must bridge the inevitable friction that policy and politics create when developing strategy.

## **2. Sources of Guidance and Direction for Theater/Functional (CCMD) Strategies.**

a. The combatant command translates national policy and strategy into military ways. The guidance to the CCDR formulating the CCMD strategy comes from a variety of formal and informal sources. Very often, the national policy and corresponding guidance is not explicit. This places a premium on the CCDR's ability to interpret, analyze, and synthesize the many sources of national intent, and then communicate this synthesis back to the national policy makers to ensure that he/she is in sync with their vision (in fact, the CCDR may actually *shape* their vision). Chapter 1 of this handbook describes the CPG, NDS, NMS, and JSCP, as sources of formal guidance. However, in a dynamic strategic environment,

policy may evolve and the CCDR must stay attuned to evolving descriptions and applications of national interests as described by the President, SecDef, and other senior government officials through less formal means such as speeches, social media, and verbal guidance. Though not directive in nature, guidance contained in various U.S. interagency and even international directives, such as UN Security Council Resolutions, will also impact campaign end states and objectives. Perhaps most importantly, the CCDR must continually analyze the dynamic relationships within the theater to describe the desired end state and present limitations on ways to achieve that end state.

b. *Identifying and collaborating with stakeholders.* CCDRs must coordinate and synchronize their strategies and implementation activities with other stakeholders, to include non-DOD government agencies and other nations. One critical partner is the Department of State (DOS), which provides some guidance and many of the resources for the CCDR's theater security cooperation program, which is vital to the implementation of the CCMD strategy. Similarly, other agencies, such as the U.S. Agency for International Development (USAID), routinely conduct developmental activities in countries of the region, requiring the CCDR to ensure compatibility between military activities and USAID activities. The CCDR and staff may have to find ways to work through some policy interpretations that might inhibit formal coordination with non-DOD executive branch agencies. The CCDR should coordinate closely with international partners, to include nations, international organizations, and non-governmental and private organizations. Though it is not always realistic to align goals and activities among all stakeholders, it is important to understand the purpose of the other activities, and to work towards mutual benefit when possible. On the other hand, the CCDR should be aware of competing agendas and activities by other non-U.S. organizations (and, in rare cases, U.S. organizations) that may present obstacles to achievement of the CCMD strategy objectives. Formally, the CCDR works through OSD to reconcile and synchronize activities with other organizations, but an informal coordination network is also crucial to success. It is important to consider that non-military and international actors have legitimate agendas and will be active (sometimes the lead) players to a greater or lesser extent across the full spectrum of conflict.

**3. Components of Theater Strategy.** A recommended theater strategy consists at a minimum of:

a. **Strategic Estimate.** The strategic estimate is an analytical tool available to CCDRs before developing theater or functional strategies; theater, functional or DOD-wide campaign plans, subordinate campaign plans; and OPLANs. Strategic estimates provide the commander's perspective of the strategic and operational levels of the OE, threats and opportunities that could facilitate or hinder the achievement of NDS- and NMS-directed objectives, desired changes to meet specified regional or functional objectives, and the commander's visualization of how those objectives might be achieved. Developed annually and regularly updated, the strategic estimate is the basis for developing the CCDR's theater or functional strategy.

The CCDR, the CCMD staff, supporting commands, and agencies assess the broad strategic factors that influence OE, thus informing the ends, ways, means, and risks involved in achieving the prescribed campaign objectives. Both supported and supporting CCDRs prepare strategic estimates based on assigned tasks. CCDRs who support multiple commands may prepare strategic estimates for each supporting operation.

The result of the strategic estimate is a better understanding and visualization of the complete OE. The strategic estimate process is dynamic and continuous, and provides input for developing theater strategies and campaign plans. This strategic estimate is also the starting point for conducting more detailed staff estimates as well as the commander's estimate of the situation for a potential contingency.

The CCDRs strategic estimate should identify potential for spill-over, both from the AOR and functional area perspective, into other CCDRs' AORs or functional areas and into the CCDR's AOR or functional area, based on operations and activities outside the AOR.

Section B of Annex B in the DRAFT JP 5-0 and paragraph 3h of this handbook, "Notional Strategic Estimate Format," presents a format a CCMD staff can use as a guide when developing a strategic estimate. The J-5 may provide the lead staff organization for the conduct of the strategic estimate with significant participation from the other staff directorates. The exact format and level of detail may vary somewhat among commands, based on theater-specific requirements and other factors.

**b. The Commander's Vision.** - The commander's vision articulated in the strategic estimate directs the end state. Each subordinate unit commander must also possess the ability to envision the organization's desired end state, as well as those desired by their opposition counterpart. Staff estimates contribute to this vision. Failure to make staff estimates can lead to errors and omissions. (DRAFT JP 5-0 C-1)

**c. The Command's Strategy Mission (10 – 30 years).** This is optional and is heavily debated as to whether or not a GCC/FCC can have a long-term command strategy mission statement that covers a timeframe of 10 – 30 years and a separate 5 year campaign plan mission. It is truly up to the CCDR. If CCDR chooses a long-term separate command strategy mission statement, then it should be broad while the CCMD campaign mission statement determined and approved during JPP will be more detailed in regards to the 5 W's.

**d. Assumptions.** The assumptions should be directly tied to the risk assessment contained in the strategic estimate. Risk mitigation linked to potential invalid assumptions could include potential contingency plans. While individual contingency plan details will

normally not be included in command strategies (especially if unclassified), the overall risk mitigation should be discussed in concert with assumptions.

e. **Ends.** Ends” is a word that may cause some friction with interagency partners. Military efforts are almost by definition bounded in time, space, and effect. At some point, military operations and activities cease when required conditions have been achieved that will place the environment into a favorable and sustainable state. However, senior civilian and military leaders know that the environment will continue to change based on forces acting on the system. An effective military campaign or operation should be planned and executed with a view towards positive sustainable outcomes. Sustainable (with favorable trends) without the presence of military forces and eventually sustainable with little or no requirement for U.S. resources. In a planning context, (and to be consistent with doctrine) the ends for the theater (and globe if assigned as a coordinating authority for a priority threat from NDS/NMS) describe system conditions required to achieve the national aims as derived from various sources of strategic guidance. The comprehensive aims will likely not be clearly and completely laid out in directive guidance to the CCDR, so he/she must combine guidance with an understanding of the environment to clearly describe the set of conditions in the theater (global if assigned as coordinating authority) environment that will further national interests. Theater Strategies typically look 10 - 30 years into the future. This set of desired conditions (with time horizons) describes the desired end state, which provides the context for understanding what aspects of the current environment must change or must remain the same. CCMD ends must nest with strategic direction/guidance and/or policy. Ends should be resource informed/achievable with projected resources.

f. **Ways.** The command strategy ways are the strategic approach to the application of military power to be used in concert with the other instruments of power towards a unified action that also takes in account our multinational partners. The strategy’s ways describe the strategic approach to achieving the end state. This strategic approach should describe in general how resources (means) will be applied over time to achieve the desired conditions. It describes the general activities needed to accomplish the objectives (which, in turn, achieve the desired theater conditions). (In some interagency circles, the word “objective” may sound too military-oriented. Interagency planners should feel free to substitute another word like “outcome” to overcome semantic differences.) The strategic approach should be explicit enough to provide sufficient guidance to planners, but not so detailed as to inhibit their creativity. One way to lay out the strategic approach is to develop lines of effort that lead to accomplishment of the objectives. If used, LOEs should also consider potential second and third order effects that will cascade towards achievement of *other* strategic effects. The strategist must also anticipate potential undesired effects and work to avoid or mitigate them. There are five primary ways GCCs/FCCs employ in command strategies and campaigns.

(1) **Engagements.** This is often mistakenly taken to mean key leader engagements. While key leader engagements are a key element in commands engagement plan, all engagements must be aligned to strategy and campaign ends. Command strategy engagement guidance will be broad focusing on key areas of engagements. Campaign en-



gagements plans will be more detailed and require constant synchronization with other campaign ways and various echelons of engagement. Strategic/campaign engagements are those discussions that require intended outcomes necessary to achieve strategy and campaign ends.

(2) **Exercises.** GCCs execute two different types of exercise to achieve strategy/campaign ends. The first is multinational/joint exercises designed to build interoperability required to execute potential contingency plans and to achieve assurance and deterrence goals. These exercises also strengthen partnerships and can be used to evaluate partner capacity building programs. The second is service component led exercises focused on maintaining or improving readiness. These exercises could also be joint. Whether executed by one or multiple services the focus of the exercise is training readiness.

(3) **Operations.** GCC operations are essential to achieving strategy and campaign ends. Today's competitive environment requires multidomain operations that includes cyber and space operations designed to win competition campaigns with top adversaries. Operations usually require special authorities from the President or Secretary of Defense to execute.

(4) **Posture, Presence, and Agreements.** GCCs posture not only includes forward deployed forces but also include access to contingency locations, logistical sites, and ports required to compete with adversaries and win potential contingencies. GCCs use force presence to execute Dynamic Force Employment and other activities to keep adversaries off balance and achieve strategic/campaign ends. Agreements are essential to winning the competition campaign and can be useful during armed conflict if partnerships are maintained. The GCCs posture, presence and agreements are linked to specific strategy/campaign ends and are not themselves the objective.

(5) **Security Cooperation.** Security Cooperation is one of the most common ways used by GCCs to achieve strategy/campaign ends. Security Cooperation includes partner capacity building programs and in most cases is a bilateral activity executed between the U.S. and a specific partner. As in all strategy/campaign ways security cooperation itself should not be the objective. The majority of security cooperation funding is aligned to Title 22 and controlled by the DoS. GCCs and other DoD agencies work closely with DoS to ensure that security cooperation activities are executed in a unified action to achieve GCC strategy/campaign ends.

g. **Means.** Means are the resources necessary to support the strategic approach (Ways). Resources may be tangible (such as forces, equipment, funding, authorities, programs, infrastructure, lines of communication, time, or seats in U.S. schools), or intangible (such as processes, cultural appeal, goodwill from previous activities, or fear of invasion by another country). The command strategy focuses on how military power can be employed in concert with the other instruments of national power. The CCDR should consider all instruments that are available or may be made available from U.S. and partner sources. Insufficient means require adjusted ways. After adjusting the adjusting ways, if there is still

no alternative approach that can achieve the desired ends which are nested with strategic guidance, then the CCDR must go back to the national policy makers and show how the national aims cannot be met, to reassess the national policy.

**h. Notional Strategic Estimate Format.** Below is a notional but not all-encompassing format for a Commander's Strategic Estimate which feeds the CCMD Strategy and Campaign Plan.

**(1) Strategic Direction** (This section analyzes broad policy, strategic guidance, and authoritative direction to the theater or global situation and identifies strategic requirements in global and regional dimensions.)

(a) **U.S. Policy Goals.** (Identify the U.S. national security or military objectives and strategic tasks assigned to or coordinated by the CCMD.)

(b) **Non-U.S./Multinational Policy Goals.** (Identify the multinational [alliance or coalition] security or military objectives and strategic tasks that may also be assigned to, or coordinated by the CCMD.)

(c) **Opposition Policy Goals and Desired End State**

(d) **End State(s).** (Describe the campaign or operation objective[s] or end state[s] and related military objectives to achieve and end states to attain and maintain.)

**(2) Operational Environment**

(a) **AOR.** (Provide a visualization of the relevant geographic, political, economic, social, demographic, historic, and cultural factors in the AOR assigned to the CCDR.)

(b) **Area of Interest.** (Describe the area of interest to the commander, including the area of influence and adjacent areas and extending into adversary territory. This area also includes areas occupied by enemy forces that could jeopardize the accomplishment of the mission.)

(c) **Adversary Forces.** (Identify all states, groups, or organizations expected to be hostile to, or that may threaten U.S. and

partner nation interests, and appraise their general objectives, motivations, and capabilities. Provide the information essential for a clear understanding of the magnitude of the potential threat, including threats to power projection activities.)

(d) **Friendly Forces.** (Identify all relevant friendly states, forces, and organizations. These include assigned U.S. forces, regional allies, and anticipated multinational partners. Describe the capabilities of the other instruments of national power [diplomatic, economic, and informational], U.S. military supporting commands, and other USG departments and agencies that could have a direct and significant influence on the operations in this AOR.)

(e) **Neutral Forces.** (Identify all other relevant states, groups, or organizations in the AOR and determine their general objectives, motivations, and capabilities. Provide the information essential for a clear understanding of their motivations and how they may impact U.S. and friendly multinational operations.)

### **(3) Assessment of the Major Strategic and Operational Challenges**

(a) This is a continuous appreciation of the major challenges in the AOR with which the CDR may be tasked to deal.

(b) These may include a wide range of challenges, from direct military confrontation, peace operations, and security cooperation activities (that include security force assistance for building partner capacity and capability), to providing response to atrocities, foreign humanitarian assistance, and stability activities.

### **(4) Potential Opportunities**

(a) This is an analysis of known or anticipated circumstances, as well as emerging situations, that the CCMD may use as positive leverage to improve the theater strategic situation and further U.S. or partner nation interests.

(b) Each potential opportunity must be carefully appraised with respect to existing strategic guidance and operational limitations.

## (5) Assessment of Risks

(a) This assessment matches a list of the potential challenges with anticipated capabilities in the OE.

(b) Risks associated with each major challenge should be analyzed separately and categorized according to significance or likelihood (e.g., most dangerous or most likely).

(c) The CCMD staff should develop a list of possible mitigation measures to these risks. (DRAFT JP 5-0 Appendix B, Section B).

(d) The strategist must weigh the potential advantages and disadvantages of the strategy in terms of risk and ensure a proper balance between ends, ways, and means, as discussed above. Part of the purpose of building the strategic assessment and command strategy is to identify shortfalls in required resources. On the other hand, if there is no reasonable expectation that a gapped resource may become available, then an infeasible strategic approach results, causing an unbalanced and hence risk-prone strategy. At that point where constraints on the strategic approach or on the means available to execute that concept risk achievement of the end state, the strategy is in jeopardy.

**4. Using operational design to create a theater strategy.** Developing a strategic estimate and ultimately a command strategy requires an approach that allows the JFC and staff to gain an understanding of the complexity of the environment, translate national level aims into desired conditions in the theater (globally if assigned as coordinating authority), and build flexible, adaptable approaches that will enable military means to work in concert with other instruments of power to achieve the desired conditions. As discussed above, the dynamic between policy and strategy demands that strategy be built to provide flexibility both to react to changes in policy and to advise policy makers as to the feasibility and potential effects of the policy.

Joint doctrine is not prescriptive in how a command strategy should be developed. The Joint Planning Process (JPP), described in JP 5-0 and earlier in this handbook, provides a systematic process to develop a plan, but focuses on development of courses of action to accomplish a specified mission. Planners can use a process such as JPP to guide development of the CCMD campaign plan, but the strategy that underpins that campaign plan should be clearly understood and communicated first. Operational design as described in Chapter 3 provides a way to think through the complexity to build the strategy. While operational design can help planners work the conceptual aspects of any plan, to include a campaign plan, it is especially suited to the development of CCMD strategy, which must inherently deal with complexity and a multitude of unfamiliar and ill-structured problems.

The methodology described below adapts operational design as described in Chapter 3 to work for the development of the CCMD strategy. Though some of the words are different, the principles are the same. The following paragraphs describe one way of developing a CCMD Strategy. These paragraphs are meant to provide a guide, not to prescribe any method. Operational design must continue well beyond the initial development of the strategic estimate and command strategy to constantly assess impact on the environment, to reframe the strategy as needed during execution.

a. **Understand the Current Environment.** The CCDR analyzes the current environmental conditions, to include existing guidance, and determines what the desired future environment should look like. The CCDR also considers what adversaries may desire as end state conditions. Other interested parties should be invited to participate in the dialogue to frame the environment in order to gain as wide an understanding as possible. A secondary benefit of this inclusion is to gain potential buy-in for the eventual strategy by other relevant actors. CCDRs must consider areas of interests that are global for the top threats identified in the NDS/NMS. If assigned as a Coordinating Authority, CCDRs must include other CCMDs in the development of their strategic estimate and command strategy in order to enhance their understanding of the environment. Some questions pursued during this framing are:

- *What are the key actors, relationships, factors, and trends in the theater/globally?*
- *What is causing conflict among the actors in the theater/globe and from outside the theater/globally?*
- *What are the key historical and cultural aspects of the environment?*
- *How can national interests be affected in the theater/globally?*
- *What specific guidance has been given? Implied guidance? Is there any conflicting guidance?*
- *What aspects of the current and projected situation in theater/globe are desirable and undesirable?*
- *What do we want the theater/global threat to look like (conditions) in one/five/ten years? What is “strategic horizon?”*
- *What other actors have interests in the region that may present opportunities or challenges? What do other actors want the theater/globe to look like?*
- *What conditions are likely to emerge in the region if parties outside the region take no action?*
- *What conditions are not acceptable to us that others may want to see?*
- *Whom can we count on for support?*
- *What limitations/opportunities might there be in garnering applicable instruments of power (DIME)?*
- *Who may potentially oppose our desired end state and why?*

(1) *Describe the current environment.* This effort is described in the previous chapter. At the theater (global if coordinating authority) level, it is critically important to consider the impact of history and culture on aspects of the environment. To understand the essence of the environment that will affect the strategy, the analysis should enable a dialogue on how the various systems interrelate. Identification of the relevance and impact of key relationships between the many state and non-state actors are extremely important in this analysis and synthesis. Finally, there must be a clear understanding of how U.S., allies, and partner national interests are affected by the theater/global environment.

(2) *Determine the tendency of the OE.* Based on an understanding of the current environment, project the environment into the future to determine its tendencies that the commander needs to affect. This will help describe the desired end state and help the commander capitalize on opportunities presented by the natural tendencies wherever possible. Since campaign plans generally organize efforts and actions, the logical projection of the environment should be 2-5 years. If there are anticipated major milestones in the interim, or aspects of the environment that are of longer term consideration, consider multiple projections of the tendency of the OE.

(3) *Analyze guidance.* These may be written directives; oral instructions from the President, SecDef, or CJCS; Presidential or Cabinet-member speeches; domestic and international laws; policies of other organizations that have interest in the theater (globe if assigned as coordinating authority); or existing strategic estimates (ours or other parties). Some of the guidance may be contradictory and should be clarified and confirmed. It is likely that the CCMD will have recent perspectives on the theater/globe that will enable a reconciliation of guidance. One challenge in reconciling the various sources of guidance is in the varying timeliness of the guidance. It is important to include policy-makers in this dialogue to gain their insights, and to reconcile the differences in interpretation of the multiple forms of guidance among both policy-makers and the Ccdr.

(4) *Analyze available instruments of national power and limitations.* Gain an understanding of what instruments of power that can be brought to bear by the United States or by other parties that the United States may be able to influence.

(5) *Determine the desired future condition (end state) for the theater/global threat if assigned as coordinating authority.* Describe the key conditions that must exist in the future OE to achieve the national aims. Focus on military conditions, but do not exclude other conditions that may impact the military conditions or achievement of which military activity may support (or potentially interfere with). Get a sense for the realistic timing for achievement of these conditions: 1 year, 5 years, sometime far into the future? Review the relationship between national and theater end states from the previous chapter. Additionally, the top threats as listed in the NDS/NMS are global challenges with global effects. Coordinating authorities must consider required coordination with other Ccdrs to ensure command strategies and CCMD campaign plans are synchronized globally.

(6) *Determine alternative future conditions (end states).* Competitors have interests in the theater/globe and may well have significantly different desired end states. There may be potential adversaries with opposing desired conditions to ours. There are likely to be other actors (influential stakeholders), not really adversarial, that have different aims or objectives that will have second or third order effects which can complicate our strategy. The Ccdr and staff need to understand these, so that they can either work with or try to influence those other actors.

**b. Define the problem set that the command strategy must solve.** This entails identifying the differences between the desired conditions at end state and those that oth-



ers want to see, and also between the desired conditions and those of the natural tendency of the environment. Think of the natural tendency as another actor, likely the most powerful actor. These comparisons between the desired conditions and the alternatives describe the relevant tensions in the environment. The points of congruence between the desired conditions and others' desires must also be identified. Those points of congruence offer opportunities that, if exploited, can help the Ccdr achieve the desired conditions. Some of these opportunities are significant enough that they should also be part of the problem description.

Though identifying the root causes of problems in the theater/globe is certainly important, it is not the end of the problem framing. The Ccdr may find that the military cannot solve the root causes, and can only mitigate the effects of the root causes on the CCMD strategy.

The commander may see that the tensions are too great and the opportunities too few to be able to achieve a particular desired condition or set of conditions. In that case, the commander may see a need to adjust the desired end state. In this case, they are obligated to dialogue with the national policy makers.

Commanders might ask these questions:

- *What are natural tendencies of the environment that will pose challenges to achievement of our desired conditions?*
- *What are the tensions between our desired conditions and those of other actors?*
- *Which tensions will preclude us from achieving our end state conditions?*
- *What are the similarities between our desired conditions and those of other actors?*
- *Which similarities offer opportunities for synergy in achieving our desired conditions?*
- *What are strengths and weaknesses of other actors that will affect how we can reconcile the differences?*
- *What are natural tendencies of the environment that we can leverage?*
- *What needs to change?*
- *What doesn't need to change?*
- *What are the opportunities and challenges?*
- *What are the unintended long-range consequences of achieving our desired conditions?*
- *What is the reasonable timing for achieving the desired conditions? Do we need to have different short- and long-term timelines?*

The goal in framing the problem is to describe the problem set concisely and completely. This problem statement is the one that the operational approach must answer. An example might be:

Political and economic instability is rising in the ORANGECOM AOR. Caused by poor governance and black markets in the northern region, this instability over the next 5-10 years threatens the development and vitality of market economies, encourages aggressive behavior by country Y, and precludes influence by country Z, thereby putting U.S. economic and security interests at risk.

**c. Develop the strategic approach.** The strategic approach describes how the problem will be solved or managed. It is detailed enough to provide direction and boundaries for those implementing and supporting the strategy, but not so much that it precludes creativity by those implementers. The purpose is to outline the way to achieve the desired theater/global threat end state. It is important to understand that in the volatile and complex theater/global ( if assigned as coordinating authority) environment, the approach is only a hypothesis to address/solve the problem. Thus, the approach must include flexibility to adapt to a different approach if the hypothesis is shown to be incorrect as the strategy influences the environment.

Commanders might ask these questions:

- *Is the problem we described solvable? manageable? If not, how can we re-frame it?*
- *What distinguishable, measurable objectives/outcomes will let us achieve our desired conditions and prevent the other actors from achieving competing conditions?*
- *How might we shape the environment to make our desired conditions appealing?*
- *What are key events, activities, or states of the environment along the way that will either enable us to or preclude us from achieving our desired conditions?*
- *What are the lines of effort that we might use to organize our activities?*
- *What are the unintended consequences of our activities?*
- *What are the risks of this approach? Can I avoid or mitigate those risks by adjusting the approach?*

(1) Develop objectives that will address the problem set. Determine the set of objectives that will enable the required conditions by reconciling those aspects of the environment that may preclude achievement of those conditions, especially those opposing desired conditions of other actors. The objectives should be focused on the stated problem, and should consider four areas: key actors, key relationships, managing tensions between actors, and managing opportunities presented by the convergence of desired conditions among actors. Some examples of theater objectives are:

- *Regional countries, with U.S. assistance, have organized a military cooperation forum.*
- *Country R is a “security exporter” vice a “security importer” by 2028.*
- *The United States has an effective military relationship with Country S by 2022.*

- *Freedom of navigation in the Gulf of Blue is maintained without interruption.*

(2) Build a strategic approach that will link the objectives together in such a way as to achieve the desired conditions. An example approach statement might be:

ORANGECOM will support DOS in achieving the necessary political and economic stability required to prevent conflict (in the northern region) by deterring non-state, black market violence in the next 2-5 years, building the capacity of Country Z to become a regional security leader by 2025 (discouraging aggressive behavior by its neighbors), and reassuring countries in the AOR throughout the next decade (by U.S. military presence). ORANGECOM will enable the regional security needed to revitalize commercial markets. We will place the majority of our theater security cooperation assets in the western part of the AOR. While we accept risk in the southeastern countries of our region, I believe we can mitigate it by close coordination with BLUECOM forces near our boundaries.

(3) Capture the strategic approach in a narrative that forms a hypothesis for solving the strategic problem. (“Here’s what’s likely to happen in the region and why it matters so much. Here’s what we have to do about it to achieve a future that looks like this...”). Supplement the narrative as needed with graphics.

(4) Analyze the strategic approach. Look at FSA-DC (feasibility, suitability, acceptability, distinguishability, and completeness) and at risk. First, determine if the available and potentially available resources are sufficient to source the strategic approach. Second, determine if the strategic approach will accomplish the objectives. Third, determine if the objectives, when accomplished and if sequenced properly, will achieve the conditions that describe the desired theater/global threat end state. Look for second and third order effects of applying resources and of accomplishing objectives to find any places where the strategic approach may produce effects that complicate achievement of the desired conditions. Where these friction points are identified, look for ways to avoid or mitigate the undesired effects. Last, identify those remaining elements of strategic risk and discuss them with the national leadership. Commanders might ask these questions:

- *What are the probable consequences of success and failure of the strategy?*
- *What assumptions were made in this strategy and what is the effect if one of them is wrong?*
- *What effect would a change in certain aspects of the environment have on the strategy?*
- *How will other actors react to certain activities of the strategy, and what happens to the strategy if they take unfavorable actions in reaction?*
- *What is the balance between intended and unintended consequences (effects) of our activities on the strategy?*
- *What mitigating activities will reduce the impact of unintended consequences of our activities?*



# U.S. Indo-Pacific Command Strategy

- JOINT FORCE LETHALITY
- DESIGN & POSTURE
- ALLIES & PARTNERS
- EXERCISES, EXPERIMENTATION, &
- INNOVATION

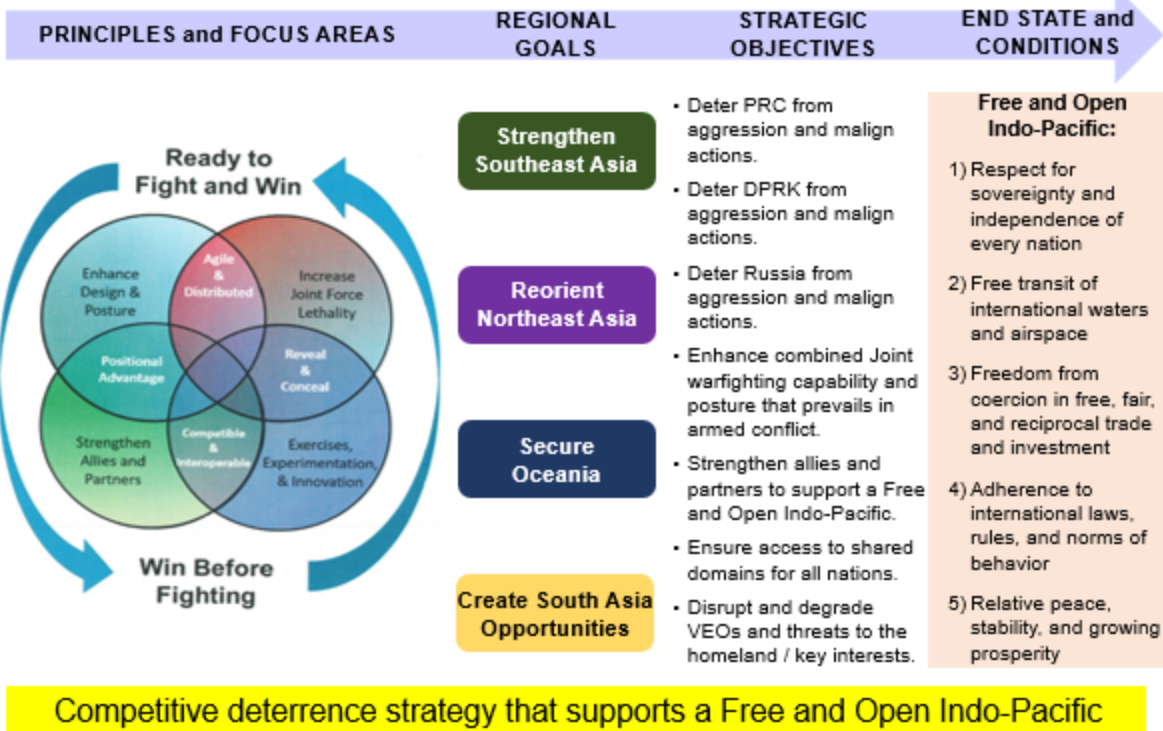


Figure 5-1 Example Theater Strategy Depiction

**5. The Combatant Command Campaign Plan (CCP) (formerly known as the Theater Campaign Plan).** Campaign plans address detailed execution to implement the strategy. In this construct, the CCDRs and their planners develop campaign plans to integrate joint operations with national-level resource planning and policy formulation and in conjunction with other USG departments and agencies. Contingency plans are prepared to address known threats and possible crises that could prevent achievement of national objectives.

a. The CCDRs' campaigns operationalize the guidance in the UCP, NSS, NDS, CPG, NMS, and JSCP by organizing and aligning operations, activities, and investments with resources to achieve the CCDRs' objectives and complement related USG efforts in the theaters or functional areas.

b. CCDRs translate the guidance into executable actions to accomplish identifiable and measurable progress toward achieving the CCDRs' objectives, and thus the national objectives. The achievement of these objectives is reportable to DOD leadership through

IPRs and operation assessments (such as the CCDRs' input to the AJA).

c. CCPs consolidate operational requirements identified across all the GCPs, RCPs, FCPs, as they pertain to the CCDR's specific responsibilities identified in the UCP. The CCDR's independent analysis could identify additional requirements the commander decides to include in the campaign.

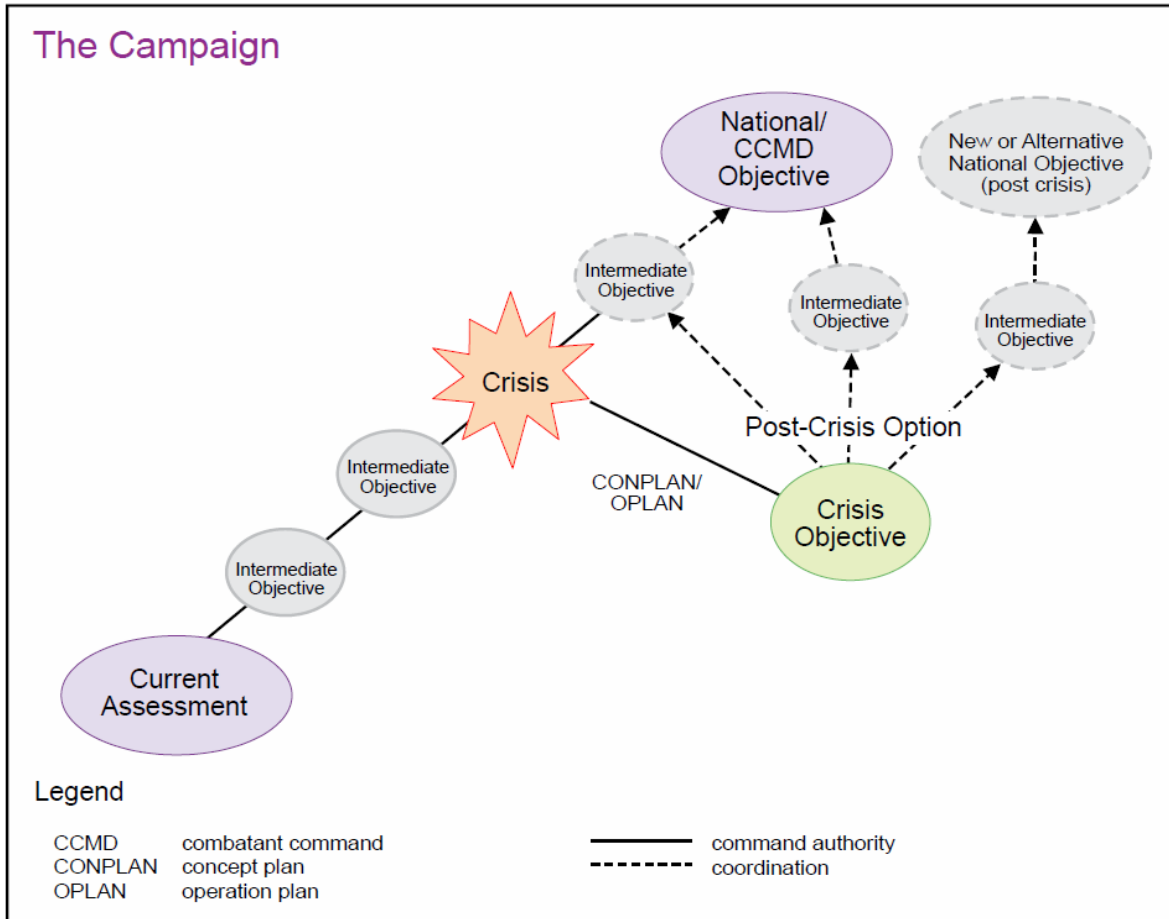
d. CCPs integrate posture, resources, requirements, subordinate campaigns, operations, activities, and investments that prepare for, deter, or mitigate identified contingencies into a unified plan of action.

e. The purpose of CCMD campaigns is to shape the OE, deter aggressors, mitigate the effects of a contingency, and when necessary execute combat operations in support of the overarching national strategy.

(1) Shaping the OE seeks to change current conditions within the OE to conditions more favorable to U.S. interests. It can entail both combat and noncombat operations and activities to establish conditions that support future U.S. activities or operations, or validate planning assumptions.

(2) Deterrence activities, as part of a CCMD campaign, are those actions or operations executed specifically to alter adversaries' decision calculus. These actions or operations may demonstrate U.S. commitment to a region, ally, partner, or principle. They may also demonstrate a U.S. capability to deny an adversary the benefit of an undesired action. Theater posture and certain exercises are examples of possible deterrent elements of a campaign. These actions most closely link the campaign to contingency plans directed in the CPG and JSCP as they can demonstrate commitment to a region or demonstrate U.S. ability to defend or reinforce a region in the event of aggression. Additionally, deterrence activities are associated with early phases of a contingency plan, usually directed and executed in response to changes in threat posture.

(3) A campaign can also set conditions that mitigate the impact of a possible contingency. Activities conducted as part of the campaign, such as posture and security cooperation activities (e.g., military engagement with allies and partners or building partner capacity and capability) can set the stage for more rapid, successful execution of a contingency plan if conflict arises, by leveraging the capabilities and capacities of allies and partners. Campaign activities can also validate or invalidate planning assumptions used during contingency planning. (See Figure 5-1)



**Figure 5-2 “The Campaign”**

(4) A campaign can support stabilization, and stabilization should be considered in planning as early as possible to shape operational design and strategic decisions. Where U.S. national security objectives depend upon maintaining or reestablishing stability, stabilization is required to translate combat success into lasting strategic gains, achieve the objectives for which the military operation was conducted, and is a necessary complement to joint combat power. Stabilization links the application of joint force combat power and security assistance capabilities with the achievement of strategic and policy objectives. Stabilization efforts focus on the root causes of instability and mitigating the drivers of conflict for an affected HN, thus helping the HN reach a sustainable political settlement that allows societal conflicts to be resolved peacefully.

f. The CCP flows from the commander’s CCMD strategy and provides the detailed action plan to implement the first five years of the command strategy. While each combatant command’s campaign plan may approach the task of executing the strategy differently, the plan will address the commander’s AOR as well as linkages to other CDR’s AORs (if



assigned as a coordinating authority) in an interconnected and holistic manner and seek to avoid what can be a myopic focus on one or two stove-piped contingency plans. The current construct for nesting plans is first to build the GCPs, RCPs and FCPs, then to build a CCP that implements the activities required to achieve the desired conditions for the theater/globe (if assigned as coordinating authority for priority threat assigned in NDS/NMS) while dealing with deviations from the strategy through branch plans. Branch plans are brought back into a global planning framework by the creation of Integrated Contingency Plans (ICPs). (See Figure 5-3 and paragraph 6f of this handbook) Component activities (to ICPs and to the GCPs/RCPs/FCPs) are contained in Campaign Support Plans (CSPs). **CCPs ways and means are exactly the same as the strategy ways and means listed in paragraph 3 of this handbook.** However, the CCP provides more detail about implementation and execution of ways and means than the command strategy. The CCP should:

(1) Synchronize the implementation of ways and means in a manner to which GCC/FCC staff, subordinate commands, Joint Staff, OSD, interagency partners, and if releasable multinational partners and work together in a unified action to win competition below the level of armed conflict while still being postured for armed conflict and other contingencies. Success is contingent on all personnel and organizations who have a part in the campaign rowing towards campaign ends. The bottom line is if an activity or resource is not required for a campaign end then it should not be executed or expended.

(2) Describe the relevant environment(s).

(3) Describe the desired military and associated conditions for the environment in the timeframe covered by the strategy. This will include conditions associated with the Global, Regional, and Functional Campaign Plans that apply to the command.

(4) Address the use of all instruments of power, but be specific about the role of the military instrument in the strategy.

(5) Describe the military ends that will support achieving the desired conditions for the relevant environment(s). This should be articulated via intermediate military objectives and 5-year campaign objectives/end states.

(6) Describe the current and required force posture for the theater/global threat (if assigned as coordinating authority), and identify elements of risk in the gap between current and required forces.

(7) Prioritize activity among subordinate components.

(8) Link the five campaign ways (Engagements, Exercises, Operations, Posture/Presence/Agreements and Security Cooperation) to specific campaign objectives and provide necessary detail for execution.

(9) Link campaign means (forces, equipment, funds, authorities, infrastructure, lines of communication, time etc.) to specific ways and campaign objectives.

(10) Describe branches to the campaign plan that require contingency plans and describe the connectivity between the day-to-day activities of the plan and each contingency plan's shaping activities, such as setting the theater for successful contingency plan execution should it be required.

**6. Components of a CCP.** The CCP format can be found in the Adaptive Planning and Execution (APEX) System. The format can be found in CJCSM 3130.03A w/CH 1 *Planning Execution Formats and Guidance*. CCPs generally consist of a base document/base plan with accompanying annexes. Annexes provide additional details beyond what is found in the base plan for execution of the campaign and cover all of the joint warfighting functions. Annexes can also include subordinate campaign plans, the posture plan, theater logistics and distribution plan, specific regional plans, and country-specific security cooperation plans. The aforementioned are nested with the CCP and should not be viewed as separate plans. For example, the posture plan should be driven by the campaign and its ends vice the posture plan driving the campaign. More details on CCP content and subordinate plans is found below.

a. **Posture Plan.** The posture plan is the CCMD's proposal for forces, footprint, and agreements required and authorized to achieve the command's objectives and set conditions for accomplishing assigned missions.

b. **Theater Logistics and Distribution Plans**

(1) **Theater Distribution Plan.** The TDP provides detailed theater mobility and distribution analysis to ensure sufficient capacity or planned enhanced capability throughout the theater and synchronization of distribution planning throughout the global distribution network. The TDP includes a comprehensive list of references, country data, and information requirements necessary to plan, assess, and conduct theater distribution and JRSOI operations. As required, the CCDRs develop their TDPs using the format in USTRANSCOM's *Campaign Plan for Global Deployment and Distribution 9033*, JSCP, and CJCSI 3110.03, (U) *Logistics Supplement (LOGSUP) for the 2015 Joint Strategic Capabilities Plan (JSCP)*. TDPs and posture plans complement each other by posturing forces, footprints, and agreements that will interface with the theater distribution network to provide a continuous flow of material and equipment into the AOR. This synchronization enables a theater distribution pipeline to have sufficient capacity and capability to support development of CCPs, OPLANs, and CONPLANs.

(2) **Theater Logistics Overview.** The TLO codifies the CCDR's theater logistics analysis (TLA) within the posture plan. The TLO provides a narrative overview, with supporting matrices of key findings and capabilities from the TLA, which is included in the posture plan as an appendix.

(3) **Theater Logistics Analysis.** The TLA provides detailed country-by-country analysis of key infrastructure by location or installation (e.g., main operating base [MOB], forward operating site [FOS], cooperative security location [CSL]), footprint projections, HN agreements, existing contracts, and task orders required to logistically support CCPs and their embedded contingency operations (e.g., contingency locations).

### c. Regional and CSCSs Plans

(1) As needed or directed, CCDRs prepare country-specific security cooperation plans (codified in CSCS) within their campaign plans for each country where the CCMD intends to apply significant time, money, and/or effort. CCDRs may also prepare separate regional plans. These are useful to identify and call out activities directed toward specific regional or country objectives and provide focus for the command.

(2) Regional-specific security cooperation plans and country-specific security cooperation plans can also serve to better harmonize activities and investments with other agencies. By isolating the desired objectives, planners can more easily identify supporting efforts and specific assessment measures toward achieving US objectives.

(3) Where the United States has identified specific objectives with a country or region (through strategic guidance or policy), separate regional or CSCSs/country plans help to identify resource requirements and risk associated with resource limitations that may be imposed.

(4) **Operational Access and Global Freedom of Action.** Gain unfettered access to and freedom of action in all operational domains. Support global defense posture realignment and U.S. political and commercial freedom of action and access needs.

(5) **Operational Capacity and Capability Building.** Build usable, relevant, and enduring partner capabilities while achieving U.S. and partner objectives.

(6) **Multinational Operations Capacity, Interoperability, and Standardization.** Develop operational and technical capabilities, doctrine, and tactics with partners to enable effective combined operations or improve a collective defense capability.

(7) **Intelligence and Information Sharing.** Gain and share specific kinds of intelligence or information and develop shared assessments of common threats.

(8) **Assurance and Regional Confidence Building.** Assure allies and partners, enhance regional stability and security, reduce the potential for inter/intra-state conflict, and expand the community of states dedicated to a more secure international order.

(9) **Institutional Capacity and Security Sector Reform.** Assist allies with transforming their defense/security establishments to become publicly accountable, well-managed, and subject to the rule of law.

(10) **International Armaments Cooperation.** Promote technological collaboration, foster mutually beneficial exchanges of technology and defense equipment, gain access to foreign technology, and reduce the overall cost of defense to the U.S. taxpayer.

(11) **International Suasion and Cooperation.** Build cooperative political-military relationships with key security influencers and offset counterproductive influence in key regions and international organizations.

(12) **Human Capacity and Human Capital Development.** Enable the ability of partner country civilians and military personnel to understand the proper role of the military in society, promote human rights, and respect the rule of law.

(13) **Support to Institutional Capacity and Civil Sector Capacity Building.** Help develop the ability of partner country civil sector organizations to provide services to their populations, respond to humanitarian disasters, and improve living conditions.

#### d. **Subordinate, Supporting, and Campaign Support Plans**

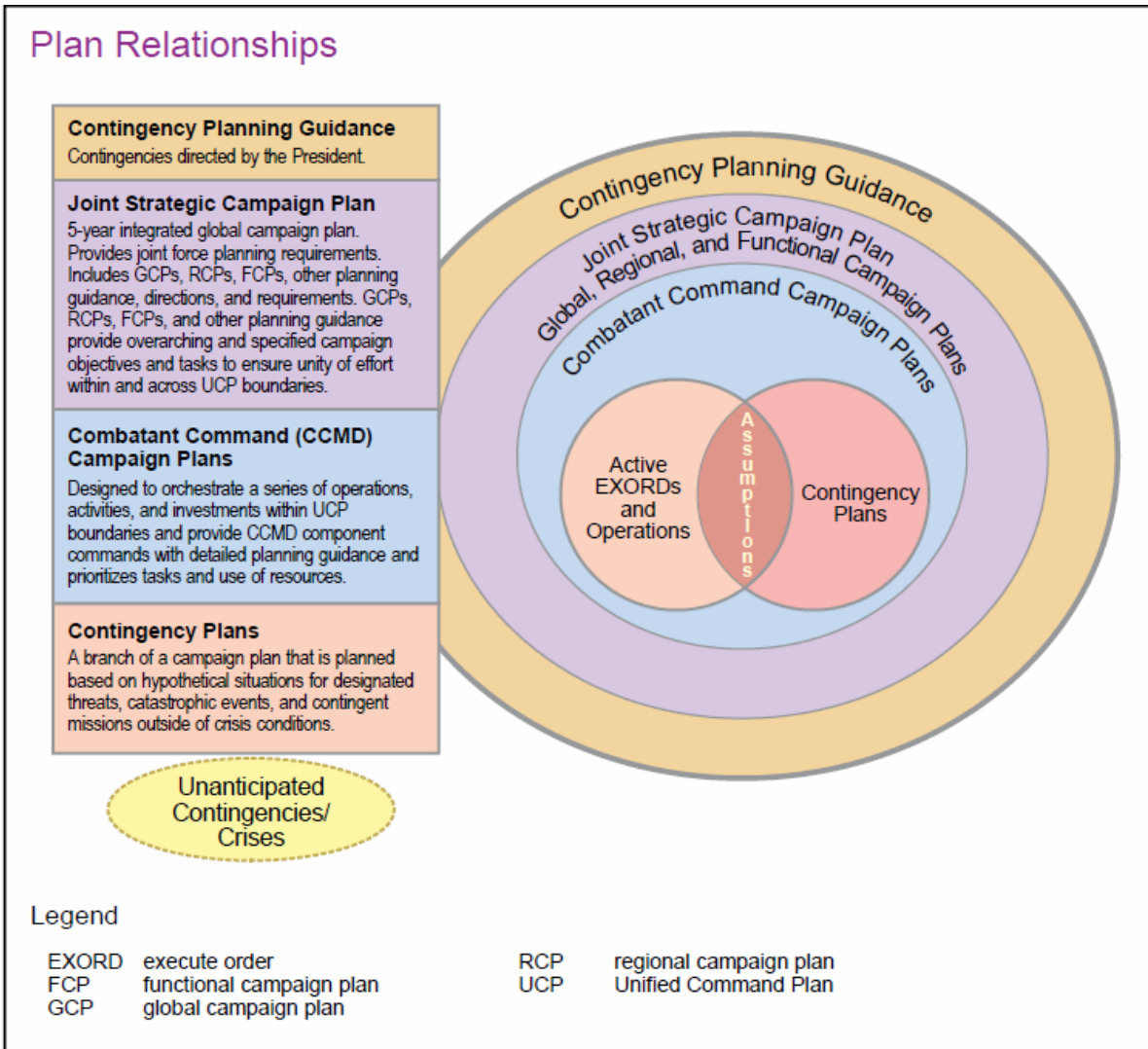
(1) **Subordinate Campaign Plan.** JFCs subordinate to a CCDR or other JFC may develop subordinate campaign plans in support of the higher plan to better synchronize operations in time and space. It may, depending upon the circumstances, transition to a supported or supporting plan in execution.

(2) **Supporting Plans.** Supporting plans are prepared by a supporting commander, a subordinate commander, or the head of a department or agency to satisfy the requests or requirements of the supported commander's plan.

(3) **Campaign Support Plans.** Campaign support plans are developed by the Services, NGB, and DOD agencies that integrate the appropriate USG activities and programs, describe how they will support the CCMD campaigns, and articulate institutional or component-specific guidance.

e. **Contingency Plans.** Contingency plans are branch plans to the campaign plan that are based upon hypothetical situations for designated threats, catastrophic events, and contingent missions outside of crisis conditions. The campaign plan should address those known issues in the contingencies that can be addressed prior to execution to establish conditions, conduct deterrence, or address assumptions. As planners develop contingency plans, issues and concerns in the contingency should be included as an element of the campaign (DRAFT JP 5-0 V-12 - V-15)

f. **Relationship of the CCP and Integrated Contingency Plans.** The JSCP directs contingency planning consistent with the Contingency Planning Guidance (CPG). It expands on the CPG with specific objectives, tasks, and linkages between campaign and contingency plans. Related contingency plans are further integrated within an Integrated Contingency Plan (ICP). The JSCP also delineates support plans to foster Joint Force collaboration and coordination in time, space, and purpose. The coordinating authority (CA) assigns a Joint Force organization to be a collaborator that supports integrated planning. (CJCSI 3100.01D *Joint Strategic Planning System*.)



**Figure 5-3 Plan Relationships**

The CCDR may also direct preparation of contingency plans to deal emerging or potential crises. One example might be a plan to deter the aggression of and, if necessary, defeat a regional threat in order to ensure stability in a part of the world important to U.S. and allied interests. Such a plan is likely to be an integrated campaign plan that would link several major operations together to achieve the military end state that is essential to a positive and enduring political outcome. Another example of a contingency plan might be a plan to conduct a noncombatant evacuation operation (NEO) in the event of instability in a country. Such a plan would probably be a single operation plan, rather than a campaign plan.

The GCP, RCP, and FCP should identify the likely conditions that might lead to execution of a contingency plan. Execution of a contingency plan should either bring the situation back to the CCP desired conditions, or cause a revision of the CCMD strategy due to the changed environment. (See Figure 5-3)



**g. Planning Order (PLANORD) (classified document).** A PLANORD is a planning directive that provides essential planning guidance and directs the initiation of plan development before the directing authority approves a military [Course of Action (COA)]. (JP 5-0 pg II-30) For details on the “levels of plans” see CH 2 of this document.

**h. Execution Order (EXORD) (classified document).** A Joint Staff initiated EXORD is a directive to implement an approved military [Concept of Operations] (CONOPS). Only the President and SecDef have the authority to approve and direct the initiation of military operations unless special authority is delegated to JFC. The CJCS, by the authority of and at the direction of the President or SecDef, may subsequently issue an EXORD to initiate military operations. Supported and supporting commanders and subordinate JFCs use an EXORD to implement the approved CONOPS. (JP 5-0 II-32)

**i. Campaign Execution and Assessment.**

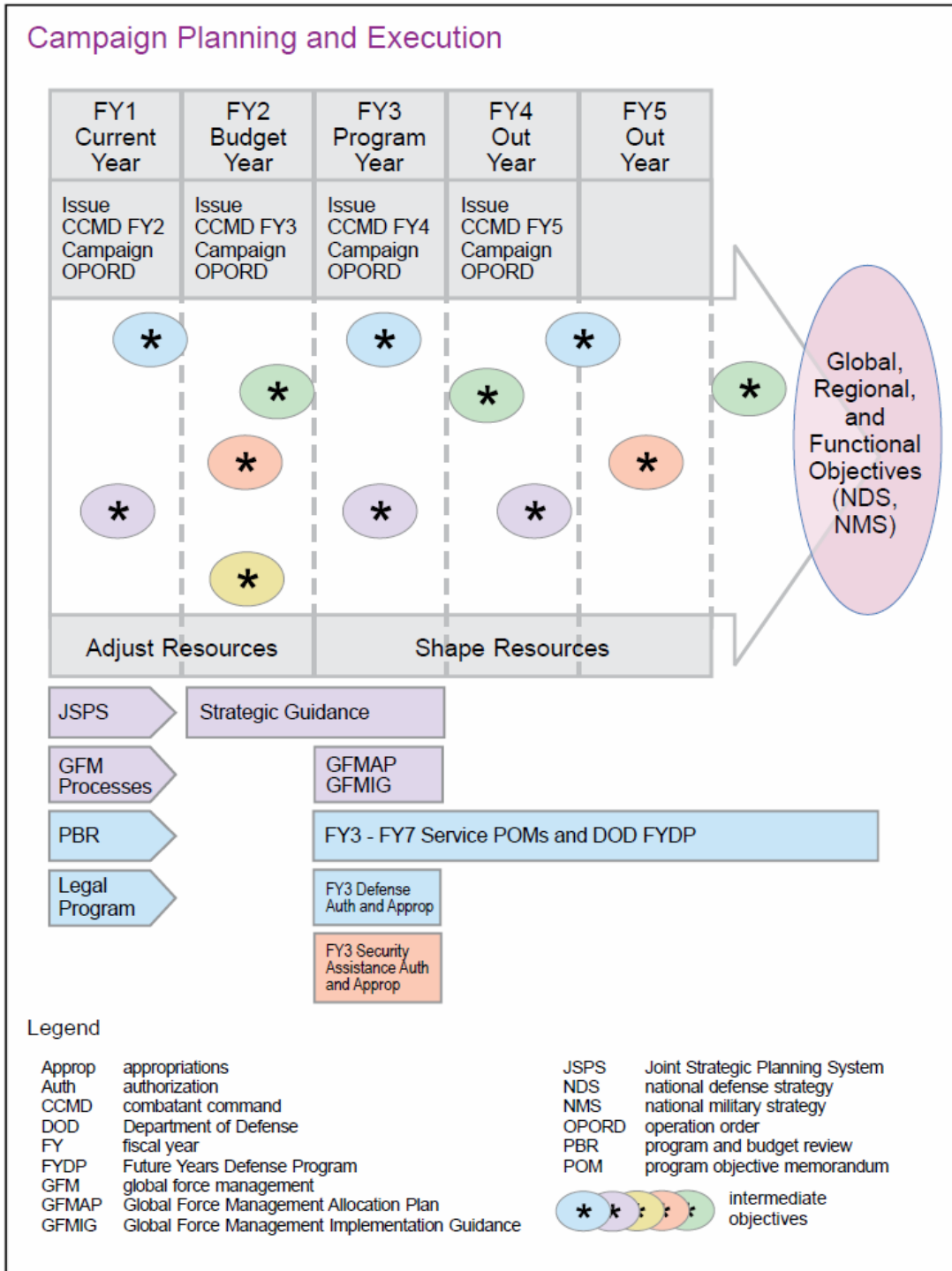
(1) **Campaign Execution.** Campaign plans are executed/operationalized via Campaign EXORD or Campaign Operation Order (OPORD). These orders are issued after the plan is signed by CCDR and updated at least annually in accordance with assessment feedback. Additionally, in-stride adjustments can be made via fragmentary orders FRA-GO. Since CCPs are only good for five years, a new plan is generally started at the four year mark of execution or when the CCDR decides that ends and entire campaign needs changed. (See Figure 5-4) Below is the campaign execution cycle.

(a) **Direct.** Issue initial or annual campaign order and FRAGOs assigning tasks to components and subordinate commands.

(b) **Monitor.** Situational awareness for CCDR, staff, components, country teams, DoD agencies, interagency partners, multinational partners and anyone else who is part of the unified action needed to campaign. Even though only U.S. military organizations within the CCMD task organization/command and control structure can be tasked, many other organizations are part of the campaign.

(c) **Assess.** When campaign ways and means are having limited effect or are in jeopardy of non-completion, assessment identifies impact on campaign ends.

(d) **Adjust.** Issue FRAGOs to adjust campaign ways and means.



**Figure 5-4 Campaign Planning and Execution**

One of the biggest challenges is orienting a CCMD to campaign. Including external organization like interagency or multinational partners in a campaign is already challenging. The command and control and internal organization of the staff must be adjusted to campaign in a manner that enables all involved to row together. CCMDs that rely on boards, bureaus,

cells, and working groups along with the traditional J-Coded staff are generally challenged to campaign. Failure to properly organize results in failure to achieve campaign ends and more importantly enable effect CCDR decision making needed for the CCDR to adjust the campaign.

(2) **Assessments.** Assessing a campaign or operation is very difficult but is most critical to effective campaigning. The CCP must include an assessment methodology that meets the needs of the CCDR and enables the CCDR to effectively adjust campaign ways and means to meet campaign ends. *Note: For more on Campaign Assessment, see JP 5-0 Chapter VI.*

(a) Operation assessments are an integral part of planning and execution of any operation, fulfilling the requirement to identify and analyze changes in the OE and to determine the progress of the operation. Assessments involve the entire staff and other sources such as higher and subordinate headquarters, interagency and multinational partners, and other stakeholders. They provide perspective, insight, and the opportunity to correct, adapt, and refine planning and execution to make military operations more effective. Operation assessment applies to all levels of warfare and during all military operations.

(b) Commanders maintain a personal sense of the progress of the operation or campaign, shaped by conversations with senior and subordinate commanders, key leader engagements (KLEs), and battlefield circulation. Operation assessment complements the commander's awareness by methodically identifying changes in the OE, identifying and analyzing risks and opportunities, identifying and analyzing commander decision points, and formally providing recommendations to improve progress toward mission accomplishment. Assessment should be integrated into the organization's planning (beginning in the plan initiation step) and operations battle rhythm to best support the commander's decision cycle.

(c) The starting point for operation assessment activities coincides with the initiation of joint planning. Integrating assessments into the planning cycle helps the commander ensure the operational approach remains feasible and acceptable in the context of higher policy, guidance, and orders. This integrated approach optimizes the feedback senior leadership needs to appropriately refine, adapt, or terminate planning to be effective in the OE.

(d) CCMDs, subordinate Service, joint functional components, and JTFs devote significant effort and resources to plan and execute operations. They apply appropriate rigor to determine whether an

operation is being effectively planned and executed as needed to achieve specified objectives and attain end states. Assessment complements that rigor by analyzing the OE objectively and comprehensively to estimate the effectiveness of planned tasks and measure the effectiveness of completed tasks with respect to desired conditions in the OE.

(e) Campaign assessments determine whether progress toward achieving CCMD campaign objectives is being made by evaluating whether progress toward intermediate objectives is being made. Essentially, intermediate objectives (and associated conditions/effects) are multiple time-or condition-based objectives that are between initiation of the campaign and achievement of campaign objectives. Accordingly, at the strategic assessment level, intermediate objectives are criteria used to observe and measure progress toward campaign desired conditions and evaluate why the current status of progress exists.

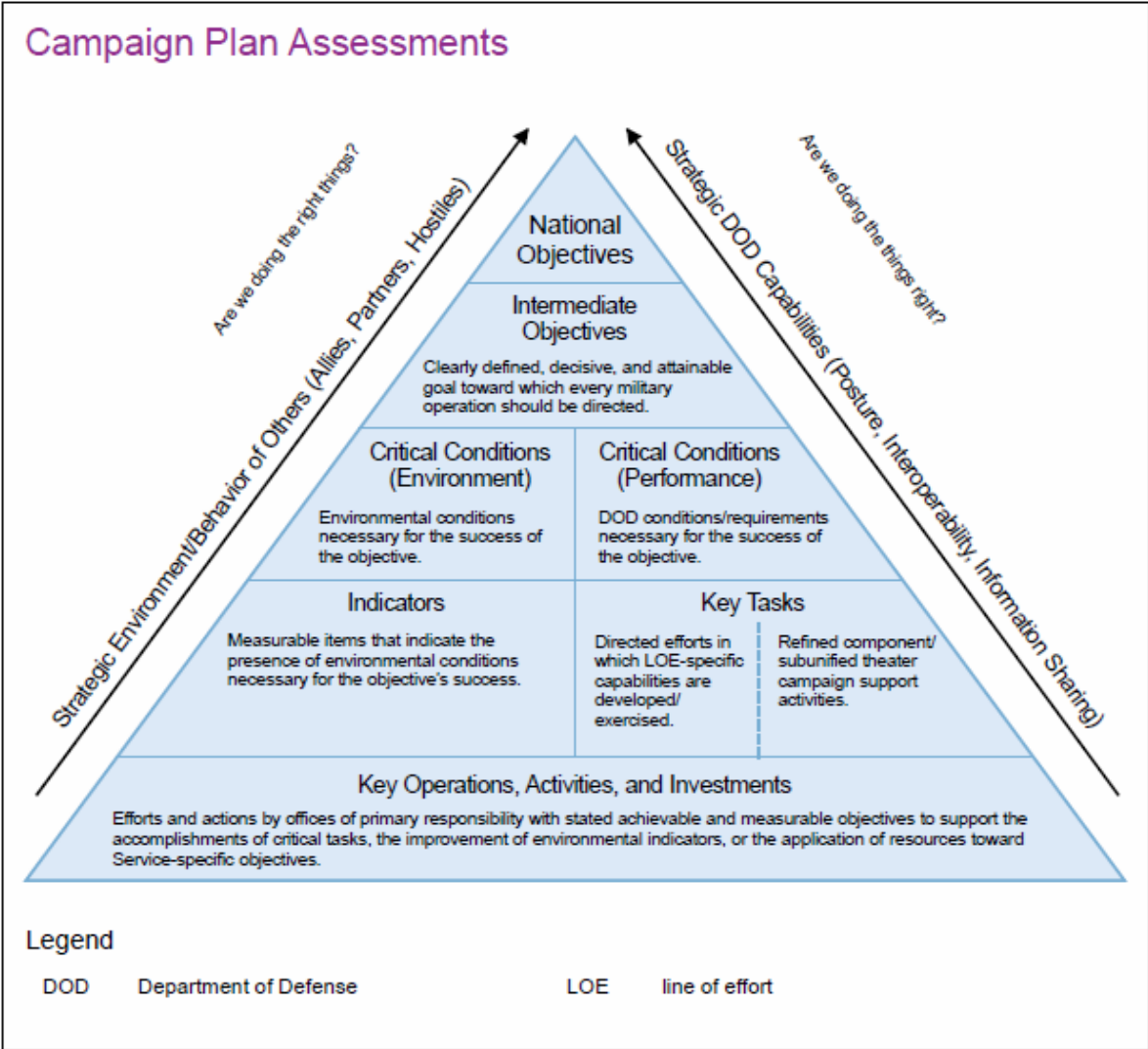
(f) Functional campaign assessments assist the CCDRs in evaluating progress toward, or regression from, achieving their global functional objectives. Functional CCDRs provide unique support to all CCDRs in their respective specialties and are required to assess progress toward their intermediate objectives in support of their global functional objectives or DOD-wide activities.

(g) The CJCS aggregates CCP assessments and sets assessment standards for functional objectives and DOD-wide activities. DOD-wide activities campaign plan assessments will be compiled into this assessment framework to inform an integrated evaluation of global progress against geographic and functional objectives. Planners developing GCPs will collaborate with CCDRs on common LOEs and intermediate objectives that affect functional objectives (e.g., distribution or DOD-wide activities).

(h) The CPG, NMS, JSCP, and other strategic guidance provide CCMDs with strategic objectives. CCMDs translate and refine those long-range objectives into near-term (achievable in 2-5 years) intermediate objectives. Intermediate objectives represent unique military contributions to the achievement of strategic objectives. In some cases, the CCMD's actions alone may not achieve strategic objectives. Consequently, other instruments of national power may be required, with the CCMD operating in a supported or supporting role.

(i) The basic process for campaign assessment is similar to that used for contingency and crisis applications but the scale and

scope are generally much larger. While operational-level activities such as, JTF operations, typically focus on a single military end state with multiple desired conditions, the campaign plan must integrate products from a larger range of strategic objectives, each encompassing its own set of intermediate objectives and desired conditions, subordinate operations, and subordinate plans (i.e., regional and country-specific security cooperation plans, contingency plans not in execution, on-going operations, directed missions) (See Figure 5-5). (DRAFT JP 5-0 Chapter VI pages VI-1, VI-3 - VI-5)



**Figure 5-5 Campaign Assessments**

(j) One common method to establish more manageable campaign plans is for CCMDs to establish LOEs with associated intermediate objectives for each campaign objective. This method allows the CCMD

to simultaneously assess each LOE and then assess the overall effort using products from the LOE assessments. The following discussion uses several cross-functional staff organizations. The names merely provide context for the process and are not intended to be a requirement for organizations to follow.

(k) The assessment needs to nest with and support the campaign and national objectives and cannot rely on accomplishment of specific tasks. Commanders and staffs should make certain the established intermediate objectives will change the OE in the manner desired.

There are many assessment-model options that CCDRs can use. The key is to find one that works within their campaigning construct and decision-making cycle.



## APPENDIX A: MANAGEMENT AND REVIEW OF CAMPAIGN AND CONTINGENCY PLANS

Pursuant to legislation passed by Congress in the 2017 National Defense Authorization Act, the Chairman of the Joint Chiefs of Staff (CJCS) directed globally integrated planning across the Joint Planning and Execution Community (JPEC). CJCSI 3141.01F *The Management and Review of Campaign and Contingency Plans* was approved on 31 January 2019 to establish procedures to coordinate the planning and approval process for those plans requiring senior leadership review. These plans are Global Campaign Plans (GCPs), Combatant Command Campaign Plans (CCPs), Integrated Contingency Plans (ICPs), and other plans directed by the Contingency Planning Guidance (CPG) or the Joint Strategic Campaign Plan (JSCP). For a detailed description of this process consult CJCSI 3141.01F and succeeding publications.

This process essentially replaces the Adaptive Planning and Execution (APEX) construct that used specific in progress reviews (IPRs) to receive guidance and approval from senior leadership. In the APEX, the CCDR and the planning staff would present the plan directly to the Secretary of Defense (or the designated authority) for approval. The intent of the new process is for plans to be continuously reviewed in order to provide the most up-to-date advice to the Secretary and President. In addition, the planning and collaboration has been expanded to provide a true global perspective which includes the Services. The culminating events are a series of JCS Tank sessions at the Operations Deputies (OpsDepts) and CJCS level.

As explained in the CJCSI, the plan review process has four purposes:

- To ensure the plans are executable. Of particular concern is the plan's feasibility, acceptability, and completeness.
- To make sure plans are up-to-date, provide military advice to civilian leadership and provide guidance to CCDRs with a global and all-Service perspective.
- To integrate policy guidance from SecDef and the other OSD stakeholders. The iterative nature of the review process allows civilian department leadership to refine policy and planning direction.
- To facilitate the integration of plans across CCMDs, defense agencies, departments and Services.

The review process provides a common understanding of the strategic and operational environment, and the problem set requiring military planning. It involves the entire Joint Planning and Execution Community (JPEC) which consists of the Office of the Secretary of Defense (OSD), the Joint Staff, the Services, the CCMDs, the National Guard Bureau, the DoD combat support agencies, and other defense agencies. As the Global Integrator, the CJCS is responsible for providing strategic direction, integrating the planning activities of the JPEC, and establishing the frameworks and processes to execute those responsibilities that allows input from all affected organizations.

The CJCS publishes the Joint Strategic Campaign Plan (JSCP) that directs the planning activities across the Joint Force. The two basic types of plans are campaign plans

and contingency plans. Campaign plans are most concerned with the day-to-day operations, activities, and investments (O/A/I) that address a problem which requires coordination across the DoD and most likely the entire U.S. government. Campaign plans include GCPs, Regional Campaign Plans (RCPs), Functional Campaign Plans (FCPs), and Combatant Command Campaign Plans (CCPs). Contingency plans are best described as branches or sequels to campaign plans. Several related contingency plans may be bundled together as integrated contingency plans (ICPs). A significant challenge for the JPEC is to align campaign plans and contingency plans in such a way that campaign plans achieve national outcomes that would not require execution of an associated branch or sequel contingency plan or ICP. At the same time, campaign plans must be designed and executed in such a way that, *if required*, contingency plans or ICPs could be executed successfully.

After the priority challenge GCPs are created by the Joint Staff they are turned over to a coordinating authority (CA) to integrate planning and campaigning across the JPEC (especially with other CCMDs). A CA is the CCDR with the preponderance of responsibility for plan execution. The CJCS will also designate CAs for RCPs and FCPs. The CJCS will also create Priority Challenge Cross-Functional Teams (CFT) to assist CAs with their planning integration responsibilities. The Joint Staff will also create Globally Integrated Base Plans (GIBPs) that will direct modifications of Operations, Activities and Investments (OAls) across the joint force if a contingency plan or ICP is likely to be executed.

The plan review process is a vehicle intended to provide a conversation among the JPEC and especially the civilian leadership in OSD. The process has two complimentary lines of effort:

- To ensure planning supports policy
- To ensure plans are militarily executable and they provide adequate, feasible, and acceptable options to SecDef and the Commander-in-Chief.

The process is a series of interactions between the CA, OSD, Joint Staff, and other members of the JPEC.

The planning review process starts when a plan's CA or originator begins informal coordination, collaboration or information exchange at the action officer (AO) level. As the plan matures, reviews are conducted at increasingly senior levels. Reviews can be conducted by paper, by secure video tele-conference (SVTC), or in person. Paper reviews will normally be conducted for non-contentious issues.

Formal reviews are normally coordinated by the Joint Staff J-5 using Joint Planning Boards (JPBs). The lowest level JPB will be convened at the O-7/O-8 level with subsequent reviews conducted as required. Increasing reviews are likely to be held at the Deputy Assistant Secretary of Defense (DASD), OpsDepts, Under Secretary of Defense for Policy (USD(P)), JCS Tank, and SecDef (for approval) levels. The plan review process is intended to be flexible enough for planners to raise issues and for the JPEC to provide input to resolve those issues in a timely manner.

For existing plan updates, plan reviews will be conducted using in-progress reviews (IPRs). The plan update process is very similar to the previously described priority challenge plan review process. The lead will be the CCDR (i.e. CA) who will describe those essential elements of the plan which must be modified. After AO level stakeholder interaction, CCMD planners should use the JPB process to formally resolve remaining issues, update, and approve the plan.

The following table lists the plan originator and approval authorities.

<u>Plan</u>	<u>Originator</u>	<u>CA</u>	<u>Approval</u>
GCP	CJCS	CCDR	CJCS (w/ SecDef endorsement)
GIBP	CJCS	-	SecDef
RCP	CCDR	CCDR	CCDR
FCP	CCDR	CCDR	CCDR
CCP	CCDR	-	CCDR
CP (Lvl 4, 3T)	CCDR	-	SecDef
CP (Lvl 3, 2, 1)	CCDR	-	CCDR

**Figure A-1: Plan Origination and Approval**

CA = Coordinating Authority

GIBP = Globally Integrated Base Plan

FCP = Functional Campaign Plan

CP = Contingency Plan (Levels 4, 3T (with TPFDD), 3, 2, 1)

TPFDD = Time Phased Force Deployment Data

GCP = Global Campaign Plan

RCP = Regional Campaign Plan

CCP = CCDR Campaign Plan

**Link** to CJCSI 3141.01F The Management and Review of Campaign and Contingency Plans: <https://www.jcs.mil/Portals/36/Documents/Library/Instructions/CJCSI%203141.01F.pdf?ver=2019-03-18-121700-283>

## APPENDIX B: COMBINED/JOINT TASK FORCE HEADQUARTERS

The demand for joint task forces ready to respond to contingencies is likely to remain high in the future. Determining the composition of a headquarters and the command relationships with the forces involved is often influenced as much by commander personalities and service interests as operational necessities. Some of the most contentious disagreements between service component, functional, and multinational commanders can be simplified by the arguments “I do not work for you” and “do not touch my stuff.” Two imperatives of the authorizing commander during task force establishment are unambiguous articulation of each subordinate commander’s role and responsibility (to include supporting/supported relationships) as well as each subordinate commander’s control authority over the forces involved (to include OPCON and TACON designations as a minimum).

Joint Publication 3-30 “Joint Operations” pages IV-7 through IV-14 and Joint Publication 3-33 “Joint Task Force Headquarters” provide guidance for the selection of task force commanders, headquarter elements, forces, and operating areas. This guidance clarifies that a joint force must have the ability to conduct joint functions. Accordingly, either the Joint Task Force Headquarters (JTF HQ) on its own, or through support from a combatant command HQ or a Service component HQs, must have the ability to conduct the Joint Functions of command and control, intelligence, fires, movement and maneuver, sustainment, protection, and information.

Usually JTFs are formed to accomplish missions with specific, limited operational objectives. The CCDR often looks within his or her CCMD to select a JTF HQ, usually a Service component HQ or an existing Service component’s subordinate HQ (e.g., Army corps, numbered air force, numbered fleet and Marine expeditionary force). The Theater Special Operations Command or a subordinate SOF HQ with the requisite C2 capability can also form the basis for a JTF HQ staff (see Figure E-1).

Joint Pub 3-33 Appendix A, Annex A through M provides detailed considerations for establishing a Joint or Multinational Task Force HQ. Although not specifically presented this way in Joint Doctrine, the following are examples of the types of general questions oriented along the lines of Joint Functions that can facilitate JTF HQ selection:

- Command and Control:
  - *Does the mission require action in more than one domain?*
  - *Does the mission require action from multiple services in the same domain?*
  - *What planning capability does the JTF require?*
  - *What is the nature of operations the JTF will be required to execute?*
  - *What authorities will the JTF commander need?*
  - *Which whom will the JTF commander need to coordinate?*

- *Who are the other U.S. agency and/or multinational participants?*
- *What is the role of multinational and/or interagency partners?*
- *When does the JTF HQ need to be operational?*
- *Where will the JTF HQ need to operate?*
- *To what degree will JTF actions need to be integrated with the plans and operations of other CCMDs or organizations?*
- *What capacity for the control, coordination, or liaison of air, maritime, land, space, or cyber forces will the JTF require?*
- *What are the JTF requirements for a Joint Operations Center?*
- *What are the JTF communications requirements?*
- *Do the CCDR's subordinate HQ elements have the capabilities required by the JTF HQ?*
  
- **Intelligence:**
  - *What ability to collect, process, exploit, analyze, and disseminate information will be required by the JTF?*
  - *What level of connectivity will the JTF have with the CCMD Joint Intelligence Operations Center (JIOC)?*
  - *What are the intel capabilities of the CCDR's subordinate HQ elements?*
  
- **Fires:**
  - *Will fires from multiple services occur in the same physical domain?*
  - *Will fires need to be synchronized to occur simultaneously?*
  - *Will fires need to be deconflicted to occur separately in time or space?*
  - *Will an element of the JTF need to synchronize fires or can this be accomplished by a CCMD element with liaisons in the JTF?*
  - *What liaison capability will the JTF need with other CCMD and/or service component fires elements? (CCMD Joint Operations Center, Air Operations Center, Maritime Operations Center, Marine Air to Ground Task Force, SOF Operations, etc)*
  - *What type of control authority will the JTF commander need to have over combat forces?*
  
- **Movement / Maneuver:**
  - *Will the JTF use forces already in theater or will additional forces need to be deployed?*
  - *How will forces arrive in the JTF AO?*
  - *What capability for Joint Reception, Staging, Onward Movement, and Integration (JRSOI) of forces will the JTF required?*
  - *What are the JTF requirements for developing logistics plans?*
  - *What are the requirements for the JTF to integrate and synchronize logistics resources?*

- *What authorities for logistics will the JTF require?*
- Sustainment:
  - *How long can JTF forces operate on their own without additional sustainment?*
  - *What level of sustainment, or how much sustainment and of what type, will JTF forces require?*
  - *What sustainment-related authorities will the JTF require?*
- Protection:
  - *What type of protection will JTF air, maritime, land, space, or cyber forces require?*
  - *What capacity for control, coordination, or liaison of air, maritime, land, space, or cyber protection forces will the JTF require?*
- Information:
  - *How can the JTF use information to affect behavior?*
  - *How can the JTF use information to influence relevant actors?*
  - *What must the JTF consider about information as it relates to domestic, international, local audiences?*
  - *Can the JTF attack and exploit information networks and systems?*
  - *What will the JTF need to do to protect its own information systems?*
  - *How will the JTF need to direct the collection of intelligence in support of information activities?*
  - *Can the JTF use Military Deception MILDEC in its operations?*

CCDRs normally respond to crisis with in-place HQs (See Figure B-1 for potential HQ) because of their familiarity with the strategic environment, resident expertise, and availability. The CCDR and staff must understand the capability of each of the subordinate HQ elements within the CCMD in order to select one as the core of a JTF HQ. Although not clearly described in Joint Doctrine, the general capabilities and service preferences of various HQs are listed in Figure E-1 with the HQ element preferred by each Service in bold type.



Service	HQ (Bold is Preferred)	Considerations
Army	Theater Army	May have a Contingency Command Post (CCP) that can form initial JTF HQ.
Army	<b>Corps</b>	Army preferred JTF-HQ
Army	Division	Tactical level JTF or limited mission (O-6 CMDR)
Marines	MEF	Command Element may form initial JTF HQ
Marines	<b>MEB</b>	Marine Corps preferred JTF-HQ
Marines	MEU	Tactical level JTF or limited mission (O-6 CMDR)
Navy	<b>Maritime Operations Center</b>	Usually associated with CCMD service component HQ and liaisons in JTF. Limited C2 capability of air or land forces. Navy preferred JTF-HQ
Navy	Command Ship	Maritime command ship or surface group flagship can form initial JTF-HQ, maritime-focused JTF, or limited mission JTF
Air Force	<b>Air Operations Center</b>	Usually associated with CCMD service component HQ as single AOC for entire theater and liaisons in JTF. Limited C2 capability of maritime or ground forces. Air Force Preferred JTF-HQ
Air Force	Air Expeditionary Task Force	AETF may form initial JTF-HQ, air-focused JTF, or limited mission JTF but usually forms the liaison element between theater AOC and JTF
SOF	Theater Special Operations Command	Tactical level JTF or limited, special operations focused mission
SOF	<b>Special Operations Joint Task Force</b>	Limited mission JTF. SOF preferred JTF-HQ

**Figure B-1: Potential JTF HQ**

Additional references, including the JFLCC Cdr’s Ref Guide, may be found at <https://www.carlisle.army.mil/jflcc/references.cfm>

## APPENDIX C: PMESII SYSTEMS CONSTRUCT

The following is a partial list of the areas that should be considered during an analysis of each of the PMESII areas. Some may be potential nodes in each of the systems as well:

### **Political System**

- Leadership
  - Core Leadership
  - National Leadership
  - Regional Leadership
  - Local Leadership
- Local Workers Parties
- Regime Control of National Resource Systems
- Security Apparatus
- Secret Police
- Detention Camps
- Informants
- Alliances & External Support
- Legal
- Symbolic
- Domestic Image of Omnipotence, Omnipresence, Infallibility

### **Military System**

- Leadership
- Command and Control
- Intelligence
  - SIGINT
  - HUMINT
- Electronic Warfare
- Logistics
- Mobilization
- Civil Defense
- Training
- Underground Facilities
- Stockpiles
- Power Ventilation Access
- Communications
- Missile Forces and Missile Defense
- Army
  - Artillery
  - Long-Range Missile Systems

- Infantry
- Armor
- Engineers
  - Mobility
  - Mine Clearing
  - Bridging
  - Counter Mobility
  - Obstacles
  - Survivability
- Navy
  - Surface Capabilities
  - Subsurface (Submarine)
  - Remote Control Vehicles
  - Mine Laying Submarines
  - SOF Platforms
  - Patrol Fleet Anti-Ship Missiles
  - Coastal Defenses
  - Radar Capabilities
- Air Forces
  - Air-to-Ground
  - Fixed Wing
  - Rotary Wing
  - Air Defense
  - Radar/Integrated Air Defense System (IADS)
  - Precision Munitions Capabilities
  - Bases (Runways, Refuel Capabilities, Ramp Space)
  - Force Projection
- Special Operations
  - Direct Action, IW, ISR, etc.
- Industrial/Technical Base (For Production and Repair of Advanced Equipment)
- Communications
- EW/Jamming Forces
- Cyber Forces (military and non-military)
- Information Operation Forces (military and non-military)
- Missiles (Theater/Ballistic)
- WMD (Research, Production, Storage, Delivery)
- Space
- Insurgent Groups – sponsored/non-sponsored
- Terrorist Groups – sponsored/non-sponsored

## **Economic System**

- Industry
- Financial
- Debt
- Distribution of Humanitarian Aid
- Currency / Exchange Rates
- Arms Exports
- Corruption/Linkages
- Food Markets
- Black Market Agriculture
- Drug Crops & Trafficking
- Fuel/Power Markets
- Mining
- Natural resource areas/production
- Foreign investment
- Trade linkages
- Remittances
- Taxes/Revenue

## **Social System**

- Culture/System
- Personality
- History
- Religion
- Gender and Age
- Demography
- Ethnicity
- Urbanization
- Family Ties/Tribal Linkages
- Literacy/Education
- Life Expectancy
- Entertainment, Immigration
- Organized Crime
- Families: Traditional/Influential Controlling Major Decisions
- Impact of Local Traditions

## **Infrastructure System**

- Transportation
  - Railroads

- Trains
- Bridges
- Tunnels
- Switches
- Roads
- Ships/Boats
- Dams
- Locks
- Airports
- Communications
  - Military Networks
  - Radio Telephone
  - Teletype Fiber Satellite
  - Visual
  - Civilian
    - Radio Telephone
    - Television Speakers
  - Signs
- Energy/Power
  - Coal
  - Oil
  - Natural Gas
  - Hydro
  - Nuclear
  - Renewable Sources
  - Water
  - Fuel Stations
  - Electricity networks
  - Food Markets
  - Courthouses
  - Hospitals/Clinics
  - Water Treatment
  - Sewage/Treatment
  - Schools
  - Fiberoptic cables
  - Network services
  - Cell phone networks
  - Internet service providers (ISPs)
  - Social Media Saturation

## **Information System**

Education

Propaganda

    Inside Country

    Outside Country

Newspapers/Magazines

Information Technologies

Radio

Television

Internet

Social Media

Informal Transmissions (Word of Mouth/Rumor)

Cyberspace



## TAB A: Political System Points of Analysis

Political analysis of a foreign country begins with an assessment of the basic principles of government, governmental operations, foreign policy, political parties, pressure groups, electoral procedures, subversive movements, as well as criminal and terrorist organizations. It then analyzes the distribution of political power - whether it is a democracy, an oligarchy, a dictatorship, or has political power devolved to multiple interest groups such as tribes, clans, or gangs. Analysis must focus on determining how the political system really operates, not the way it is supposed to operate.

**Basic Governmental Principles.** The starting point of political analysis is the formal political structure and procedure of a foreign nation. Analysts must evaluate:

- Constitutional and legal systems.
- Legal position of the legislative, judicial, and executive branches.
- Civil and religious rights of the people.
- People's national devotion to constitutional and legal procedures.

**Governmental Operations.** Governments are evaluated to determine their efficiency, integrity, and stability. Information about how the government actually operates and/or changes its method of operation gives the intelligence user clues about the probable future of a political system. When assessing governmental operations, analysts should consider the following:

- Marked inefficiency and corruption, which differs from past patterns, may indicate an impending change in government.
- Continued inefficiency and corruption may indicate popular apathy or a populace unable to effect change.
- Increased restrictions on the electoral process and on the basic social and political rights of the people may mean the government is growing less sure of its position and survivability.

**Foreign Policy.** Analysis of a target country's foreign policy addresses the country's public and private stance toward the United States, foreign policy goals and objectives, regional role, and alliances. Analysts gather data from various sources, to include:

- Diplomatic and military personnel.
- Technical collection systems.
- Official foreign government statements.
- Press releases.
- Public opinion polls.
- International businessmen and other travelers.
- Academic analyses.

**Political Parties.** Analysts study special interest parties and groups (e.g., labor, religious, ethnic, industry) to evaluate their:

- Aims.
- Programs.
- Degree of popular support.

- Financial backing.
- Leadership.
- Electoral procedures.

Pressure Groups. With few exceptions, most states have some type of formal or informal pressure groups. Examples include political parties, associations, religious or ethnic organizations, labor unions, and even illegal organizations (e.g., banned political party). The analyst must identify these pressure groups and their aims, methods, relative power, sources of support, and leadership. Pressure groups may have international connections and, in some cases, may be almost entirely controlled from outside the country.

Electoral Procedures. Elections range from staged shows of limited intelligence significance to a means of peaceful, organized, and scheduled revolution. In addition to the parties, personalities, and policies, the intelligence analyst must consider the circumstances surrounding the actual balloting process and changes from the historical norm.

Subversive Movements. In many countries, there are clandestine organizations or guerrilla groups whose intention is to overthrow or destroy the existing government. When analysts report on subversive movements, they should address:

- Organizational size.
- Character of membership.
- Power base within the society.
- Doctrine or beliefs system.
- Affiliated organizations.
- Key figures.
- Funding.
- Methods of operation.

Criminal and Terrorist Organizations. Criminal organizations in some countries are so powerful that they influence or dominate national governments. Analysts must examine the organization's influence or forceful methods of control. Most terrorist organizations are small, short-lived, and not attached to any government. Analysts should determine if external factors or even the area's government assists the terrorist group.

## **Political System Questions**

### **National Political Structure:**

- What is the type of governmental system in place?
  - Where does it draw its legitimacy from?
  - Are the sectors stable or in transition?
  - Does the electoral process affect them?
  - Where do they draw their power?
  - What is the source of their knowledge and intellectual income?
  - Who are the leaders? Where do they draw their power from?
  - Does a core bureaucracy staff them?
- Governmental Departments or Agencies (D/A)
  - Who are the key leaders? How are they linked within the power network?
  - Are the D/A stable or in transition?
  - Are new departments or agencies being created? If so, what is the cause of this transition? Societal/Cultural/Educational? Technical? Economic?
  - By D/A - What is the source of its workforce?
    - Who are the leaders? Is it staffed by a core bureaucracy? What skill level?
  - Inter-Agency and Departmental dependencies?
  - External dependencies - Societal/Cultural/Educational.

### **National Political Demographics Structure:**

- Ethnic and Religious Groups having political power:
  - Are these groups regionalized?
  - How do they exercise political power?
  - What is their legislative representation?
  - Is there a paramilitary structure?
- How do these Ethnic and Religious groups wield power within urban society? Rural society?
- Political Parties
  - What are the political parties? Externally or internally supported
  - Are they associated with ethnic, religious, or cultural groups?
  - Who are their leaders? Their allies?
  - What is their political opposition? Their allies?
- Political Action Groups
  - Where do they draw their power? Societal, cultural, technical, economic?
  - Where do they draw their intellectual capital?
  - What is the source of their leadership? Knowledge?
  - What are their external organs? Expatriate communities?
  - What is their relationship with the government?

**Regional Political Relationships:**

- Regional - Non-adversarial and adversarial? How are relations maintained – through economics, religion, culture, ideology, common needs?
- International - Non-adversarial and adversarial? How are relations maintained – through economics, religion, culture, ideology, common needs?
- Potential Allies during a conflict - National resolve to engage in conflict? Military resolve to engage in politically motivated action?

**Other Considerations:**

- Public confidence in government and in society.
- Factionalism or regionalism within the governmental structure. Challenges faced by the Government.
- Political effects caused by Organized Groups.
- Government Political Response to Group pressures.
- Political effects upon Internal and External Security - relates to Military.
- Government Response to Diplomatic Overtures.
- National Economic Goals affecting the Political structure.
- Police Mechanisms.

## **TAB B: Military System Points of Analysis**

The analysis of the adversary's military will focus on its leadership, capabilities, dispositions, and morale/commitment to its government, to include:

- Key military leadership, including their training and previous experience in senior leadership.
- Installations and facilities of a military significance (both primary and secondary purpose).
- Infrastructure in place to support identified installations and force structure.
- Military Units, including personnel and chain of command.
- Assigned equipment.
- Current and projected weapons system capabilities.

### **Military System Questions**

#### **Military Environment:**

- Will the national leadership use military means to achieve objectives?
- Does the leadership intend to forge or enhance military ties with another state that poses a threat to regional security or U.S. interests?
- Does the leadership intend to enhance national military capabilities in a way that could be regionally destabilizing?
- Are the national leader's goals a cause for concern?
- Key Leadership – residence, office, wartime command post, telephone, email, political patronage, religious affiliations, ethnic affiliations, personal assets, non-military activities, influences.
- Soldiers -- ethnic/religious composition by region of regular forces and elite forces, pay, training, morale, benefits, gripes/issues.
- Capabilities.
  - Equipment imports: what, from whom, where based, points of entry.
  - Support (spare parts, maintenance, and operational training).
  - Indigenous production and assembly.
  - Raw materials, natural resources.
  - Supply - production, movement, storage.
  - Days of supply on-hand of key supplies (e.g. rations, fuel, ammo, etc...).
- Transportation.
  - Road capacity, primary lines of communication (LOC), organic transportation assets.
  - Rail (same as roads).
  - Water - Inland? Intra-coastal?
  - Bridges - classification, construction materials, length, bypass.
  - Tunnels - height/width restrictions, bypass.
- Organizations.
  - Garrison locations, brigade or larger combat, battalion or larger combat support (CS) and combat service support (CSS).
  - Naval port facilities, home stations.

- Airfields.
  - Fixed fields, home station, associated dispersal/highway strips.
  - Number and type aircraft at base.
- Intelligence, Surveillance and Reconnaissance (ISR).
  - Assets and capabilities by echelon.
  - National level/controlled assets.
  - Associated ground stations/downlinks.
  - Centralized processing and dissemination facilities.
  - Center of excellence/HQ for each intelligence discipline.
  - Commercial sources for imagery, dissemination capability, mapping, other.
- Military Communications.
  - Fixed facilities.
  - Mobile capabilities.
  - Relay/retransmission sites Commercial access.
- Integrated Air Defense.
  - Early warning.
  - Target acquisition and tracking, guidance.
  - Fixed launch sites.
  - Mobile AD assets.
  - Centralized C2.
  - Airfields associated with counter-air assets.
  - Airborne warning aircraft (e.g., AWACS).
  - Electrical power requirements.
- Theater Ballistic Missile/Coastal Defense missiles.
  - Fixed launch sites.
  - Mobile assets.
  - Meteorological stations supporting.
  - C2 decision makers.
  - Target acquisition.
  - Target guidance/terminal guidance.
  - Power requirements.
- Weapons of Mass Effects Capabilities.
  - Number and type.
  - Production, assembly, storage, delivery means.
  - Imports required - source and mode of transport.
  - C2 decision maker.
- C2.
  - Rivalries - personal and inter-service.
  - Decision making – dissemination/transmission means, direct or through chain of command.
- Special Capabilities.
  - Special Operations Forces (SOF).
  - Weapons of Mass Destruction (WMD).
  - TBM.
  - Human Intelligence (HUMINT).
  - Submarines.

- Force Projection
- Cyber
- Propaganda
- EW/Jamming
- BMD
- Insurgents
- Terrorists.

**Military Situation:** Under what conditions does the military execute its missions?

- Internal Conflict: Is there internal conflict within the military that could destabilize this country?
  - Rivalry/Factionalism: Are there emerging or increasing rivalries or factionalism within the military?
  - Power Struggle: Are there emerging or increasing power struggles within the military?
  - Deteriorating Morale/Increasing Dissent: Is there deteriorating morale or increasing dissent within the ranks or in the officer corps?
- Civil-Military Relations: How loyal is the military to the current regime? Are there cultural or religious factors that might cause frictions and dissent? Are there changes or developments in civil military relations that could destabilize the country?
  - Government - Military Relations: Will the senior military leadership support and defend the government against internal resistance and insurgency? What factors might cause a loss of confidence and/or support? What factors might cause a military coup to occur?
  - Civil-Military Conflict: Is there increasing conflict between the civilian and military leaders? Is there a difference in views between junior and senior leaders toward service to the government? To the peoples/constitution?
  - Constitutional/Legal Conflict: Is there increasing civil military conflict over constitutional/legal matters?
- Socio-Military Conflict: Are there growing tensions/conflicts in socio-military relations that could destabilize the country?
  - Internal Security Role: Is the military assuming a new internal security role or increasing its involvement in internal security affairs?
  - Military Activities: Are military operations/activities having an increasingly adverse impact on society?
  - Criminal Activities: Is the military involved in criminal activity that are contributing to increased tensions/conflict between the military and the public?
- External Military Threat: Is an external military threat emerging or increasing?
  - Limited/Covert Military Action: Is an adversary engaging in or increasing limited/covert military action?
  - Conventional Military Action: Is an adversary preparing to engage in conventional military action against this country?
  - WMD/Advanced Weapons: Is an adversary trying to acquire or is in the process of deploying WMD or advanced weapons?



- Operational Status/Capability: Are there changes or developments in the military's operational status or capabilities that suggest pending military action?
  - Activity Levels/Patterns: Is there unusual change or a sudden increase in activity levels/patterns?
  - Personnel Status: Are there changes or developments in personnel status?
  - Force Capabilities: Are there significant changes or developments in force capabilities?

## **TAB C: Economic System Points of Analysis**

Analysis focuses on all aspects of the adversary's economy that have the potential for exploitation. Among these are industrial production, agriculture, services and armament production. Concentration will be on those elements of the economy that are factors in foreign trade and factors on the internal economy that can have an impact on the political decision making process and popular support for the government. Both the official and underground (black-market) economies must be examined.

Concentration will be on the adversary and the regional and global countries with which it has its major trade and exchange linkages. Certain specific nations and regional economic alliances could be highly dependent upon adversary exports, and the impact upon these must be considered. The focus will be on critical elements of the trading partners that may be exploited and not their economy as a whole.

In the economic system, a great deal of information is available from open source. The initial task is to develop a baseline of information on the adversary's economy, such as gross domestic product, growth rates, unemployment rates, money supply, economic plans, inflation, and national debt. Analysis may include:

### **Sources of National Wealth:**

- Natural Resources.
- Products (Agriculture & Manufacturing).
- Foreign Aid.
- Foreign Trade.
- Import/Export.
- Trading Partners.
- Domestic Consumption.
- Management of the Economy.
- Government Role.
- Private Sector Role.
- Corruption.
- Slush Funds, Leaders' Bank Accounts.
- Counterfeiting.

### **Economic System Questions**

- What are the key indicators of the economic health of the country(ies) of interest (COI)?
- Which external factors have the most impact upon the economy? What areas of the economy are most susceptible to foreign influences and exploitation?
- What is the impact of foreign economic assistance? What would be the impact of its reduction/removal?
- What percentage of the economy should be classified as "black/gray market"? Are we able to quantify activities in this sector? Can we influence this sector?
- What are the governmental rules on foreign investment? Who do they favor?

- Which nations have the most to gain or lose from damage to, or a collapse of the economy? What are the most likely areas of economic growth?
- Will there be growth in the private sector share of the economy? Who would benefit the most from this change?
- How effective will be steps to diversify the economy?
- What is the inflation rate? To what extent will steps to control inflation be successful?
- Will government subsidies of selected products for domestic use continue? What would be the impact of their reduction/removal?
- What is the anticipated trend in demand for foreign (particularly US) currency?
- What is the prognosis for food production? Are they dependent on imports? Will rationing of essential goods continue? Which items are most likely to be rationed?
- How will demographic factors (e.g., birth rate, adult/child ratio, rural migration to urban areas, etc.) affect the economy in the future?
- What is the impact of the drug trade on the overall economy? Regional economies?
- Will imports of military spending/hardware increase? Who are the most likely suppliers? Will these be cash transactions, or will a barter system be established?
- What is this nation's standing within the International Monetary Fund and World Bank?
- Is trade with European Union member nations expected to increase? If so, in what specific areas?
- Have any key members of the economic sector leadership been educated in the West or China? If so, have they maintained contacts with their former colleagues?
- Are changes to the current system of state-owned monopolies anticipated? If so, what will be the impact?
- What are the key industries of the state(s)?
- What are the major import/export commodities?
- What is the trade balance? Is this a strength or vulnerability?
- What is the labor situation (e.g., unemployment statistics, labor sources, unions, etc.)?
- Who/what are the key government economic leaders/agencies?
- Who are the principal business leaders in the country?

## TAB D: Social System Points of Analysis

Analysis must study the way people, particularly the key leadership and natural leaders, organize their day-to-day living, including the study of groups within society, their composition, organization, purposes and habits, and the role of individuals in society. For intelligence purposes, analysts study seven sociological factors. The detailed list should be viewed as a guide for developing the necessary information to develop the Sociological Systems Summary for the target countries.

**Population.** Intelligence data derived from censuses and sample surveys describe the size, distribution, and characteristics of the population, including rate of change. Most countries now conduct censuses and publish detailed data. Analysts use censuses and surveys to evaluate an area's population in terms of:

- Location.
- Growth Rates.
- Age and Sex.
- Structure.
- Labor Force.
- Military Manpower.
- Migration.

**Characteristics of the People.** Analysts study social characteristics to determine their contribution to national cohesion or national disintegration. Social characteristics evaluated by analysts include:

- Social Stratification.
- Number and Distribution of Languages.
- Prejudices.
- Formal and Informal Organizations.
- Traditions.
- Taboos.
- Nonpolitical or Religious Groupings and Tribal or Clan Organizations Idiosyncrasies.
- Social Mobility.

**Public Opinion.** Key indicators of a society's goals may be found in the attitudes expressed by significant segments of the population on questions of national interest. Opinions may vary from near unanimity to a nearly uniform scattering of opinion over a wide spectrum. Analysts should sample minority opinions, especially of groups capable of pressuring the government.

**Education.** Analysts concentrate on the general character of education and on the quality of elementary through graduate and professional schools. Data collected for these studies include:

- Education Expenditures.
- Relationship between education and other social and political characteristics Education levels among the various components of society.

- Numbers of students studying abroad.
- Extent to which foreign languages are taught.
- Subjects taught in schools.

**Religion.** Religious beliefs may be a potentially dangerous friction factor for deployed U.S. personnel. Understanding those friction factors is essential to mission accomplishment and the protection of friendly forces. Analysts evaluate data collected on an area's religions, which includes:

- Types.
- Size of Denominations.
- Growth or Decline Rates.
- Cooperative or confrontational relationships between religions or sects, the people they represent, and the government.
- Ways the government deals with religious organizations.
- Roles religious groups play in the national decision making process.
- Religious traditions and taboos.

**Public Welfare.** To evaluate the general health of a population, analysts must identify:

- Health delivery systems.
- Governmental and informal welfare systems.
- Social services provided.
- Living conditions.
- Social insurance.
- Social problems that affect national strength and stability (e.g., divorce rate, slums, drug use, crime) and methods of coping with these problems.

**Narcotics and Terrorism Tolerance.** A population's level of tolerance for narcotics and terrorist activities depends on the relations between these organizations and the population as a whole. Analysts should determine if the tolerance is a result of the huge sums of money trafficker's pump into the economy or a result of trafficker's use of force. Terrorists may be accepted and even supported by the local populace if they are perceived to be working for the good of the local people. The intelligence analyst must evaluate the way these organizations operate.

**Sources.** Due to the nature of the social focus area, the preponderance of information is envisioned to be open source. The initial task is to develop a baseline of information on the target nation. Basic data will be collected and analyzed. Numerous studies, sponsored by the U.S. Government as well as academic treatises are available. A more difficult problem will be making the essential linkages within the sociological area and with other focus areas, particularly political and economic.

## Social System Questions

- What are the general perceptions of social stability?
- Who are the population's most respected figures, why are they so respected, and how do they maintain the public focus?
- What are the government's most effective tools for influencing the masses?
- What dominant areas of society are emerging and causing instability or areas of conflict? Are any of these areas linked to political factors? Ethnic/racial?
- What are the predominant economic areas that are contributing to, promoting, or exacerbating social instability?
- How can interrelationships be established between religious and ethnic minorities in the COI? How can we effectively manipulate these relationships to affect a desired outcome?
- What are perceptions of public safety primarily attached to? How is the level of violence defined by society? What elements may make it appear excessive?
- What psychological effects does an increased level of violence have on a person's notion of safety?
- What are the effects of increased criminal activity: on the family, the town, the region, and nationally?
- How can the Coalition increase the psychological perception that the global economy is surpassing the COI?
- How can the Coalition stimulate the notion that the government is failing to provide for basic elements, or is slow to produce results?
- Examine the adverse effects of increased organized criminal activity upon society by industrial component. White collar or financial crime. Drugs and drug smuggling.
- Proliferation of weapons: Note the types of weapons and to whom they are going.
- Gang related activity: Is there a predominant ethnic group asserting themselves in this arena, and are they utilizing any particularly violent tactics to assert themselves?
- What are the significant effects of increased public health problems? What public health issues have increased and how effectively is the government?
- Identify how extensive the division of wealth is between ethnic and religious groups and their potential for promoting tension or conflict.
- What are the effects of environmental problems having on society?
- Identify the key groups adversely affected by increasing poverty rates.
- Identify primary tools used by the government for influencing the masses. How do the masses validate information obtained by the government? Do they feel they need to validate information?
- Who are the key opposition leaders? How do they influence the masses? How are they funded and by whom are they primarily funded?
- Who are the key opposition groups? How do they influence the masses? How are they funded and by whom are they primarily funded? Identify any common themes to unite them, identify areas that may divide them.

- How do opposition groups recruit? Do they target a specific social group? Is there a hierarchical structure? How are members dismissed from the ranks?
- How do these groups affect one another? How do they affect similar groups in neighboring countries? Do they have external support?
- What are each faction's mechanisms for influencing the others? How do they communicate officially and unofficially? What factions are armed? Where do they get their weapons?
- Are acts of civil disobedience increasing? Is the level of violence employed by the government to quell civil disobedience increasing? Are acts of vigilantism on the rise? How are disturbances quelled? What tools are brought to bear?
- Identify consumer goods that are most valued by the COI's populace. Who controls supply? How are they networked? Any increase in a particular product?
- What are the "hot button" issues dividing the various factions of the society?
- What networks and mediums can be used to subvert and confuse each faction? What are the capabilities of regional allies to polarize these factions?
- How are rumors spread most effectively?
- What is the social perception of the military's ability to meet that threat? The states' ability to meet the threat? The state's ability to provide overall security in a micro/macro context?
- How are troops conscripted? What are the incentives for service? What unofficial groups/associations exist within military? How do they recruit or dismiss people?
- Is criminal behavior increasing within the military? What types of criminal activity occur within the military?
- Identify the hierarchal structure of the military. Is there a dominant ethnic group assuming more leadership roles? What ethnic groups stay the most connected in the military, which groups are more apt to include outsiders?
- Which ethnic and religious minorities feel the most repressed? How do they express their discontent? Do any organizations exist to channel their feelings? How responsive do they feel the government is to their issues?
- How does the population view outside assistance? How likely is the government to ask for assistance? How is the need for assistance determined?
- How are relief organizations viewed within the country? Are they busy? How effective are they at solving problems and meeting the needs of those they serve?
- Problems with immigrant flows? How are refugees treated?
- What consumer goods are in short supply? How are those goods brought to market, and who controls the flow of such goods? Is there a dominant ethnic group controlling the flow? How effective is the Black Market in producing hard to obtain goods?
- What goods dominate the black market? Who are the primary producers and end receivers of goods? Is there a particular group emerging as the leader of the Black Market?
- How are minority laborers networked with minority leaders? What are the links between labor groups and minority activists? What ethnic group(s) compose the majority of the skilled labor force? How is skilled labor kept from going abroad?



## TAB E: Infrastructure System Points of Analysis

Infrastructure analysis focuses on the quality and depth of the physical structures that support the people and industry of the state. In developed countries, it is the underlying foundation or basic systems of a nation state; generally physical in nature and supporting/used by other entities (e.g., roads, telephone systems, and public schools).

### Infrastructure System Questions

- **Lines of Communications:** Where are the key ports, airfields, rail terminals, roads, railroads, inland waterways, etc. located? Where are key bridges, tunnels, switching yards, scheduling/control facilities, depots/loading stations, switching yards, etc.?
- **Electrical Power:** Where are power plants, transformer stations, and relay and power transmission lines located? Where are the key substations, switching stations, and line junctures?
- **Potable Water:** Where are the water treatment plants, wells, desalination, bottling plants, and pumping stations? Where are the key pumping stations, control valves, and distribution line junctures?
- **Telecommunications:** What are the location and architecture of the domestic telephone system, cable, fiber-optic, microwave, internet, and cell phone networks and satellite stations? Where are the key control points and junctures?
- **Petroleum and Gas:** Where are the gas and petroleum fields, gathering sites, pumping stations, storage areas, refineries, and distribution lines? Where are the key pumping stations, control valves, and distribution junctures?
- **Broadcast Media:** What are the location, frequency, power, and radius of effective range (coverage) of the am/fm radio and TV stations? Where are the studios, antenna, and relay towers located? How are they powered? Where are the key control points and junctures?
- **Public Health:** What are the location of the hospitals and clinics? Are they adequately staffed, supplied, and equipped? Is the equipment well maintained? Is the staff well trained? Do they depend on foreign or domestic sources for their supplies, medications, and spare equipment parts? Where are the key control points and junctures?
- **Schools:** What are the location of the public, private, and religious primary and secondary schools and universities? Where are the key control points and junctures?
- **Public Transportation:** What are the public (bus/streetcar/taxi/etc.) transportation routes? Where are the key control points and junctures?
- **Sewage Collection and Treatment:** Where are the collections systems, pumping stations, treatment facilities, and discharge areas located? Where are the key control points and junctures?

## Common Infrastructure Questions

- How are key facilities linked? (Physically, electronically, etc.)
- What are the key nodes? Where are they? Where are the disabling yet non-lethal/non-destructive infrastructure nodes?
- What are their alternates? What are the alternates for the above and how are they linked to the key facilities and each other?
- Are there indigenous capabilities? What indigenous capabilities could be used? How are they linked and organized? What are the critical nodes?
- What is the security surrounding the nodes?
- What is the security posture at these facilities? Who controls the forces? How are security forces/police/paramilitary networked? What training do they receive? What is their level of proficiency? Are they augmented as alert status (national or local) changes? What are the ground/naval/air defense capabilities at/near these facilities? How are they networked? What groups are likely to conduct industrial sabotage? How are they tasked, linked, supported?
- Who owns and who controls the infrastructure? Who owns and/or controls all of the above entities? Is ownership by private, corporate, or governmental entities? What organizations have regulatory oversight/control?
- What is the capability to repair damage to the system and restore it to service? Is maintenance and repair an integral part of the organization? What are their capabilities and limitations? Which contractors are normally used and for what purpose? Are repair/restore materials readily available or is there a long lead-time for critical supplies/components? Who are the key engineering contractors for these facilities? Can/will they share plans, blueprints, schematics, etc.?
- What would be the second-order effects of influencing the infrastructure?

## **TAB F: Information System Points of Analysis**

Analysis of Information Systems and Operations includes:

- Telecommunications capabilities and level of sophistication, tele-density rates, radio and television broadcast coverage including television, landline, cellular, Internet, radio, etc.
- Interconnectivity of communications via ISDN, fiber optic, satellite, and microwave.
- Primary nodes and trunks of telecommunications infrastructure including government, non-government, citizen, and military use of Information Operations.
- Knowledge of COI key leaders' style and decision making habits, advisors' perception, and cultural influences.
- Understanding governmental use of media influence, public affairs, and civil affairs interrelationships.
- Knowledge of military, non-governmental organization, and law enforcement interrelationships.
- Understanding of effects on adversary under psychological, computer network attack and defense, electronic warfare, and space operations.
- Locations and purpose of physical infrastructure of communications and broadcast towers, cables, and supporting operations centers are included within the infrastructure focus.
- Development of and use of computer network operating systems, IT industry skill sets, and software applications.
- Media affiliations, perceptions and sympathies to include censorship and self-censorship in news and entertainment print, and broadcast industries.

### **Information System Questions**

- How effective are the COI's network defense capabilities? What reactions could be expected following an incident? What recovery procedures are routinely exercised?
- What is the organizational structure of the telecommunications industry? How effective is the COI at managing physical security of infrastructure and implementing network security practices?
- What interrelationships exist between civil law enforcement, military, commercial and non-governmental agencies that would enhance the COI's response to an emergency?
- What redundancies exist within the COI's network to eliminate or reduce network down time? Cellular, satellite, landline, power back up? How effective is their exchange, backbone, architecture in providing redundancies?
- What would cause a slow-down of COI's network? In what ways can the effect be localized? (Geographic, logic, by agency, etc.)

- What bandwidth issues exist within the COI's communications industry? How well, and in what ways, does the government manage its allocation?
- What type of OPSEC practices does the COI routinely exhibit to deny exploitation?
- In what ways have military/civil/corporate operations centers improved their practices/tactics in keeping with the COI's technological improvements? Do they rely more heavily on computers/cellular/networks than in the past?
- What are the indicators, if they exist, that the COI has developed a more focused vision and strategic plan for using technology than it had in the late '90s? What effect has technology had on productivity, transportation, logistics, etc. in government, commerce, corporate, private sectors?
- How does the COI perceive their use of technology from a governmental perspective? From the citizens' perspective? Military? Business? Legal? Law enforcement? Non-governmental organizations?
- What is known about the COI's assessment of Blue network vulnerabilities and defense measures?
- Do regional and neighboring countries or satellite broadcasts (television, radio, and internet) have an audience in the COI's population? Which broadcasts are popular with citizens and what is the audience's demographic and statistic data? What programs or broadcasts are popular with minority political parties, resistance movements, academia, etc.?
- What is the topology design the COI networks utilize? Which exchanges and trunks are co-located within government-controlled facilities? Are government-commercial partnerships used to provide network services?
- What is known of current and planned technology projects: fiber optic cabling? ISDN access expansion? Satellite leases and launches? What is the operational status and capability of COI's Low-Earth Orbit satellites?
- What Internet domains are accessible to the population? Is reliable language interpretation software available? What licenses does the government require for web hosting?
- What governmental directives address network security in supporting national security objectives?
- What messages might be effective in the COI? What themes are prevalent in the media?
- What advances in communications technology have enabled improvements in military hardware employment? Describe the use of telecommunications technology in law enforcement operations.
- To what degree and direction are telecommunications infrastructure investments impacting military readiness? Describe the state of international telecommunications connectivity to the COI?
- Which current telecommunications and Internet security operations have been exercised? Is there a national crisis action plan?
- What practices and policies does the government use in monitoring information-related media (TV, radio, Internet, etc.)? What enforcement methods have been employed?

- Which print media and on-line content do citizens turn to for news? Entertainment? Social Media? Do censorship policies or self-censorship trends exist in the COI?
- Is there a market and distribution pipeline for recorded or intercepted news or entertainment programs? In what ways does law enforcement interact in this market?
- What is known about COI's network operating systems? What IT skill sets are known to be in high demand?
- Is software piracy prevalent? Counterfeiting? Drug smuggling? Organized crime? Identity theft?

## APPENDIX D: OPORD FORMAT W/ STAFF ESTIMATE INFORMATION

Underlined and Blue Text = recommended additions to the Draft JP 5-0 Format  
*Italics* and Highlighted = Staff estimate information per Draft JP 5-0

Copy no. \_\_\_\_ of \_\_\_\_ copies  
ISSUING HQ  
PLACE OF ISSUE  
Date/time group  
Message reference number

OPERATION ORDER OR PLAN (Number) (Operation CODEWORD) (U)

BASIC ORDER (U)

REFERENCES:

(U) TIME ZONE:

(U) *TASK ORGANIZATION: See Annex A (Task Organization).*

*\* Capability Shortfalls / excesses*

1. (U) Situation

a. (U) General. See Annex B (Intelligence).

(1) (U) Environment of Conflict

*(a) Geostrategic Context*

*(b) Domestic and International Context*

*(c) Systems Perspective of the OE*

(2) (U) Policy Goals

(a) US/Multinational Policy Goals

(b) *End states.*

*1. Strategic End state & Objectives*

*2. Termination Criteria (and issues w/ these criteria)*

*2. Military End states*

*3. Time Estimates – Mil End states and Termination Criteria.*

(3) Non-US National Political Decisions

(4) *Operational Limitations*

b. (U) Area of Concern

(1) (U) Joint Operations Area/Higher Commander's Area of Operations.

(2) (U) Area of Interest.

- c. (U) Deterrent Options
- d. (U) *Risk*
- e. (U) Adversary Forces. See Annex B (Intelligence).
  - (1) *Adversary Centers of Gravity*
    - (a) *Strategic*
    - (b) *Operational*
  - (2) *Adversary Critical Factors*
    - (a) *Strategic*
    - (b) *Operational*
  - (3) *Adversary Courses of Action*
    - (a) *General (including Strength, weakness, composition, location, disposition, reinforcements, logistics, time/space factors, utilized and available bases, efficiency and proficiency in joint ops ---- Capabilities/Limitations)*
    - (b) *Adversary's Political Intentions & End states*
    - (c) *Adversary's Strategic Objectives*
    - (d) *Adversary's Operational Objectives*
    - (e) *Adversary CONOPs*
    - (f) *External Sources of Support*
  - (4) *Adversary Logistics and Sustainment*
  - (5) *Other Adversary Forces/Capabilities*
  - (6) *Adversary Reserve Mobilization*
- f. (U) Friendly Forces
  - (1) (U) *Higher.*
  - (2) (U) *Adjacent.*
    - (1) *Friendly Centers of Gravity*
      - (a) *Strategic*
      - (b) *Operational*
    - (2) *Friendly Critical Factors*
      - (a) *Strategic*
      - (b) *Operational*
    - (3) *Multinational Forces*
    - (3) *Supporting Commands and Agencies*
- g. (U) *Facts (Relevant & Key)*
- h. (U) *Assumptions.*
  - (1) *Threat Warning/Timeline*
  - (2) *Pre-Positioning and Regional Access*
  - (3) *In-Place Forces*
  - (4) *Strategic Assumptions*
  - (5) *Legal Considerations*
    - (a) *ROE*
    - (b) *International Law, including LOAC*



- (c) US law
- (d) Host-nation and partner nation policies
- (e) Status of forces agreements
- (f) Other bilateral treaties and agreements including Article 98 agreements
- (6) *Deductions from Facts/Assumptions*

2. (U) *Mission.*

3. (U) Execution

a. (U) Concept of Operations. See Annex C (Operations)

(1) Commander's Intent

- (a) Purpose and End state
- (b) *Objectives*
- (c) Effects, if discussed

(2) General

- (a) *JFC Military Objectives*, supporting desired effects and operational focus
- (b) Orientation on the adversary's strategic and operational COGs
- (c) Protection of friendly strategic and operational COGs
- (d) Phasing of operations, to include Commander's intent for each phase.

1. Phase I:

- a. JFC's intent
- b. Timing
- c. Objectives and desired effects
- d. Risk
- e. Execution
- f. Employment (and/or *Deployment*)
  - (1) Land Forces
  - (2) Air Forces
  - (3) Maritime Forces
  - (4) Space Forces
  - (5) Cyber Forces
  - (6) SOF Forces

g. Operational Fires

- (1) Joint forces policies, procedures, & planning cycles
- (2) Joint fire support assets for planning purposes
- (3) Priorities for employing target acquisition assets
- (4) Areas that require joint fires to support op maneuver
- (5) Anticipated joint fire support requirements
- (6) Fire Support Coordination Measures (if required)

2. Phase II through XX:

b. (U) Tasks

(1) *Specified*

(2) *Implied*

(3) *Essential*

c. (U) Coordinating Instructions.

d. (U) Commander's Critical Information Requirements.

(--) *COA Evaluation Criteria – Staff recommendations (...then final Cmdr Decision)*

(--) *COA Comparison w/ respect to Evaluation Criteria. Include staff recommendation.*

4. (U) Administration and Logistics

a. (U) *Concept of Sustainment*

b. (U) Logistics. See Annex D (Logistics/Combat Service Support).

c. (U) Personnel. See Annex E (Personnel).

d. (U) Public Affairs. See Annex F (Public Affairs).

e. (U) Civil Military Operations. See Annex G (Civil Affairs).

f. (U) Meteorological and Oceanographic Services. See Annex H (Meteorological and Oceanographic Operations).

g. (U) Environmental Considerations. See Annex L

h. (U) Geospatial Information and Services. See Annex M (Geospatial Information and Services).

i. (U) Health Service Support. See Annex Q (Medical Services).

5. (U) Command and Control

a. (U) *Command*

(1) Command Relationships. See Annex J (Command Relationships).

(2) Command Posts

(3) Succession to Command.

b. (U) *Joint Communications System Support*. See Annex K (CIS)

ACKNOWLEDGE RECEIPT

ANNEXES:

A – Task Organization

B – Intelligence

C – Operations

D – Logistics

E – Personnel

F – Public Affairs

G – Civil-Military Affairs

H – Meteorological and Oceanographic Operations

J – Command Relationships

K – Communications Systems  
L – Environmental Considerations  
M – Not Currently Used (previously – Geospatial Information and Services)  
N – Not Currently Used (previously – Space Operations)  
P – Host Nation Support  
Q – Medical Services  
R – Reports  
S – Special Technical Operations  
T – Consequence Management  
U – Notional Counter proliferation Decision Guide  
W – Operational Contract Support  
X – Execution Checklist  
Y – Communications Synchronization  
    • Previously Communications Synchronization and before that Information Management  
Z – Distribution

OFFICIAL:

s/

<Name>

<Rank and Service>

<Title>

## APPENDIX E: COMMANDER'S ESTIMATE FORMAT

HEADQUARTERS US XXXX

APO xx xxxxx

Date xx xxxxxxxx xxxx

Title: Campaign for XXXX

**1. Mission Analysis.**

a. List relevant facts.

b. List key assumptions.

c. List limitations.

d. List enemy objectives – identify both operational and strategic objectives.

e. List enemy centers of gravity (COG). Identify the critical capabilities supporting each COG, critical requirements and the critical vulnerabilities within each critical capability

(1) Enemy COG #1

(a) Critical Capability #1

2. Critical Vulnerability #1

3. Critical Vulnerability #2

f. List friendly objectives – identify both operational and strategic objectives.

g. List friendly COG. Identify the critical capabilities supporting each COG and the critical vulnerabilities within each critical capability.

(1) Friendly COG #1

(2) Critical Capability #1

(a) Critical Vulnerability #1

(b) Critical Vulnerability #2

h. List essential tasks necessary to accomplish the mission.

i. Identify the friendly end state.

j. State the mission.

2. Situation and Courses of Action (COAs). This paragraph is the foundation of the estimate and may encompass considerable detail.

- a. End states specified by the President or Secretary of Defense.
- b. National strategic objectives specified by the President or Secretary of Defense and the supporting desired effects developed by the combatant commander.
- c. Considerations Affecting the Possible Courses of Action. Include only a brief summary, if applicable, of the major factors pertaining to the characteristics of the area and relative combat power that have a significant impact on the alternative COAs.

d. Enemy Capabilities

- (1) Summarize potential enemy capabilities and psychological vulnerabilities that can seriously affect the accomplishment of the mission.
- (2) Describe likely indications and warning that an enemy is preparing for military operations in the affected area.
- (3) Provide other information that will assist the Secretary of Defense and Chairman of the Joint Chiefs of Staff in evaluating various COAs.

e. Friendly COAs. List COAs that offer adequate, feasible, acceptable, distinguishable and complete means of accomplishing the mission. Address the following for each COA:

(1) Combat capability required (e.g., urban combat, air superiority, maritime interdiction)

(2) Force provider

(3) Potential Destination

(4) Required delivery dates

(5) Coordinated deployment estimate

(6) Employment estimate

(7) Estimated transportation requirements

f. COA Analysis. Summarize results from wargaming friendly and enemy COAs. Highlight enemy capabilities that may significantly affect friendly COAs.

g. COA Comparison. Identify and discuss the advantages and disadvantages of each COA.

h. Recommended COAs. State the recommended COA(s). Provide an assessment of which COAs are supportable, an analysis of the risk for each, and a concise statement of the recommended COA with its requirements.

## APPENDIX F: Reference Times

Plans, reports, orders, and messages often reference dates & times defined as follows:

- a. **C-day**. The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements using any or all types of transport. The letter "C" will be the only one used to denote the above. The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning.
- b. **D-day**. The unnamed day on which a particular operation commences or is to commence.
- c. **F-hour**. The effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize Reserve units.
- d. **H-hour**. The specific hour on D-day at which a particular operation commences.
- e. **H-hour (amphibious operations)**. For amphibious operations, the time the first assault elements are scheduled to touch down on the beach, or a landing zone, and in some cases the commencement of countermine breaching operations.
- f. **I-day**. The day on which the Intelligence Community determines that within a potential crisis situation, a development occurs that may signal a heightened threat to U.S. interests. Although the scope and direction of the threat is ambiguous, the Intelligence Community responds by focusing collection and other resources to monitor and report on the situation as it evolves.
- g. **L-hour**. The specific hour on C-day at which a deployment operation commences or is to commence.
- h. **L-hour (amphibious operations)**. In amphibious operations, the time at which the first helicopter of the helicopter-borne assault wave touches down in the landing zone.
- i. **M-day**. The term used to designate the unnamed day on which full mobilization commences or is due to commence.
- j. **N-day**. The unnamed day an active duty unit is notified for deployment or redeployment.
- k. **R-day**. Redeployment day. The day on which redeployment of major combat, combat support, and combat service support forces begins in an operation.
- l. **S-day**. The day the President authorizes Selective Reserve call-up (not more than 200,000).
- m. **T-day**. The effective day coincident with Presidential declaration of national emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 call-up).
- n. **W-day**. Declared by the President, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning).



## APPENDIX G: Operation Assessment

Conducting operation assessment requires a detailed study of the following references: Draft Joint Publication 5-0, *Joint Planning*, "Chapter VI Operation Assessment OPERATION ASSESSMENT MULTI-SERVICE TACTICS, TECHNIQUES, AND PROCEDURES FOR OPERATION ASSESSMENT ATP 5-0.3 MCRP 5-10.1 NTTP 5-01.3 AFTTP 3-2.87, FEBRUARY 2020, hereafter cited as ATP 5-0.3

Lynette M. B. Arnhart and Marvin L. King, "Are We There Yet? Implementing Best Practices in Assessments," *Military Review* (May-June 2018) <https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/May-June-2018/Are-We-There-Yet-Implementing-Best-Practices-in-Assessments/>

### Definitions:

**Assessment:** Assessment is a continuous process where the staff observes and evaluates the operational environment and the impact of friendly unit actions against their mission to better inform the commander. (ATP 5-0.3, 7 FEB 2020, p. xi)

**Operation assessment:** Operation assessments are an integral part of planning and execution of any operation, fulfilling the requirement to identify and analyze changes in the OE and to determine the progress of the operation. Assessments involve the entire staff and other sources such as higher and subordinate headquarters, interagency and multinational partners, and other stakeholders. They provide perspective, insight, and the opportunity to correct, adapt, and refine planning and execution to make military operations more effective. Operation assessment applies to all levels of warfare and during all military operations. (Draft JP 5-0, p. VI-1)

**Indicator:** An indicator is defined as: a specific piece of information that infers the condition, state, or existence of something, and provides a reliable means to ascertain performance or effectiveness. Indicators are only important if they answer the correct questions. (ATP 5.0.3, 7 FEB 2020, p.16)

**Measure of Effectiveness:** Measures of effectiveness (MOEs) are indicators used to help measure a current system state, with change indicated by comparing multiple observations over time to gauge the achievement of objectives and attainment of end states. MOEs help answer the question: Are we doing the correct things to create the effects or change in the OE that we desire? (ATP 5.0.3, 7 FEB 2020, p.17)

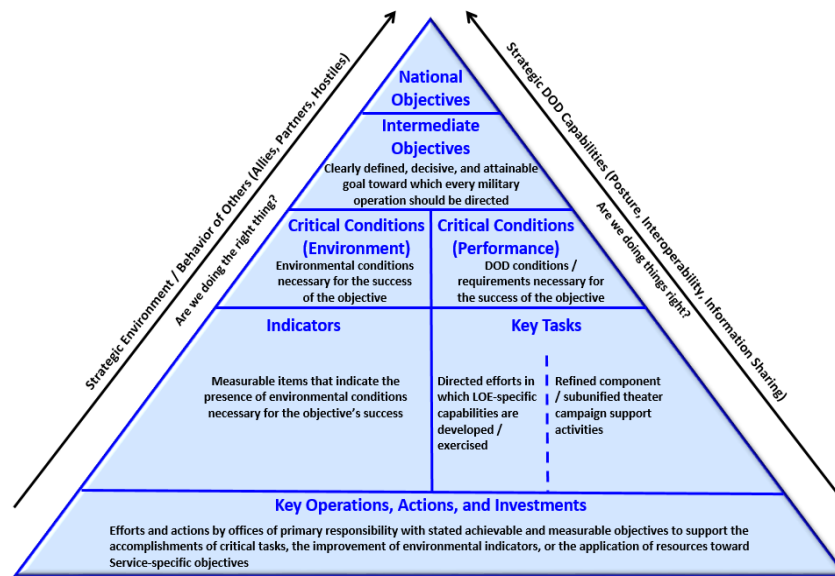
**Measure of Performance:** Measures of performance (MOPs) are indicators used to assess friendly actions tied to measuring task accomplishment. MOPs commonly reside in task-execution matrices, and answer general questions such as: Are we doing things correctly? Was the task completed to standard? (ATP 5.0.3, 7 FEB 2020, p. 17)

*The following is from the Executive Summary of Joint Publication 5-0 (2017 pages xxvi to xxix, with clarifying figures and texts from Chapter VI “Operation Assessment.”*

**Operation Assessment**

Commanders maintain a personal sense of the progress of the operation or campaign, shaped by conversations with senior and subordinate commanders, key leader engagements (KLEs), and battlefield circulation. Operation assessment complements the commander’s awareness by methodically identifying changes in the OE, identifying and analyzing risks and opportunities, identifying and analyzing commander decision points, and formally providing recommendations to improve progress toward mission accomplishment. Assessment should be integrated into the organization’s planning (beginning in the plan initiation step) and operations battle rhythm to best support the commander’s decision cycle. (Draft JP 5-0, p. VI-1)

**Campaign Plan Assessments**



**Figure G-1: Campaign Plan Assessments (Draft JP 5-0, Figure VI-1, p. VI-5))**

## ***Tenets of Operation Assessment***

**Commander Centricity.** The assessment plan should focus on the information and intelligence that directly support the commander's decision making.

**Subordinate Commander Involvement.** Assessments are more effective when used to support conversations between commanders at different echelons.

**Integration.** Operation assessment is the responsibility of commanders, planners, and operators at every level and not the sole work of an individual advisor, committee, or assessment entity.

**Rhythm.** To deliver information at the right time, the operation assessment should be synchronized with the commander's decision cycle.

**Integration of External Sources of Information.** Operation assessment should allow the commander and staff to integrate information that updates the understanding of the OE in order to plan more effective operations.

**Credibility and Transparency.** As much as possible, sources and assessment results should be unbiased. All methods used, and limitations in the collection of information and any assumptions used to link evidence to conclusions, should be clearly described in the assessment report.

**Continuous Operation Assessment.** While an operation assessment product may be developed on a specific schedule, assessment is continuous in any operation.

## ***Operation Assessment Process***

There is no single way to conduct an assessment. Every mission and OE has its own set of challenges, and every commander assimilates information differently, making every assessment plan unique. The following steps in table 1 (see page 4) can help guide the development of an assessment plan. (ATP 5.0.3, 7 FEB 2020, p. 3)

- Step 1—Develop the Operation Assessment Approach
- Step 2—Develop Operation Assessment Plan
- Step 3—Collect Information and Intelligence
- Step 4—Analyze Information and Intelligence
- Step 5—Communicate Feedback and Recommendations
- Step 6—Adapt Plans or Operations/Campaigns

Below, Figure G-2: Operation Assessment Steps (ATP 5.0.3, 7 FEB 2020, Table 1, p. 4)

Table 1. Operation Assessment Steps					
Step	Operations Process Activity	Input	Personnel Involved	Staff Activity	Output
Develop Assessment Approach	Planning	<ul style="list-style-type: none"> <li>• JIPOE</li> <li>• Staff estimates</li> <li>• Operational approach development</li> <li>• JPP</li> <li>• Joint targeting</li> <li>• AWG</li> </ul>	<ul style="list-style-type: none"> <li>• Commander</li> <li>• Planners</li> <li>• Primary staff</li> <li>• Special staff</li> <li>• AWG personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly defined end states, objectives, and tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Information, intelligence, and collection plans</li> </ul>
Develop Assessment Plan	Planning	<ul style="list-style-type: none"> <li>• Develop a framework</li> <li>• Select measures (MOE and MOP)</li> <li>• Identify indicators</li> <li>• Develop a feedback mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Operations planners</li> <li>• Intelligence planners</li> <li>• AWG personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Operational approach</li> <li>• JIPOE</li> <li>• Desired end state</li> <li>• Feedback mechanism parameters</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment plan</li> </ul>
Collect Information and Intelligence	Execution	<ul style="list-style-type: none"> <li>• Joint targeting</li> <li>• JIPOE</li> <li>• Staff estimates</li> <li>• IR management</li> <li>• ISR planning and optimization</li> </ul>	<ul style="list-style-type: none"> <li>• Intelligence analysts</li> <li>• Current operations</li> <li>• AWG personnel</li> <li>• Assessment cell (if established)</li> </ul>	<ul style="list-style-type: none"> <li>• Multisource intelligence reporting, and joint force resource and disposition information</li> <li>• Operational reports</li> </ul>	<ul style="list-style-type: none"> <li>• Estimates of OE conditions, enemy disposition, and friendly disposition</li> </ul>
Analyze and Synthesize the Feedback	Execution	<ul style="list-style-type: none"> <li>• Assessment work group</li> <li>• Staff estimates</li> </ul>	<ul style="list-style-type: none"> <li>• Primary staff</li> <li>• Special staff</li> <li>• AWG personnel</li> <li>• Assessment cell (if established)</li> </ul>	<ul style="list-style-type: none"> <li>• Intelligence assessments</li> <li>• Staff assessments</li> <li>• Analysis methods</li> </ul>	<ul style="list-style-type: none"> <li>• Estimate of joint force effects on OE (draft assessment report)</li> </ul>
Communicate the Assessment and Recommendations	Execution	<ul style="list-style-type: none"> <li>• Provide a timely recommendation to the appropriate decision maker</li> </ul>	<ul style="list-style-type: none"> <li>• Commander</li> <li>• Subordinate commanders (periodically)</li> <li>• Primary staff</li> <li>• Special staff</li> <li>• AWG personnel</li> <li>• Assessment cell (if established)</li> </ul>	<ul style="list-style-type: none"> <li>• Estimate of joint force effects on OE (draft assessment report)</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment report, decisions, and recommendations to higher headquarters</li> </ul>
Adapt Plans	Execution Planning	<ul style="list-style-type: none"> <li>• Joint targeting</li> <li>• JPP</li> </ul>	<ul style="list-style-type: none"> <li>• Commander</li> <li>• Planners</li> <li>• Primary staff</li> <li>• Special staff</li> <li>• AWG personnel</li> <li>• Assessment cell (if established)</li> </ul>	<ul style="list-style-type: none"> <li>• Commander's guidance and feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Changes to the operation and assessment plan</li> </ul>

Legend:  
 AWG—assessment working group IR—information requirement  
 ISR—intelligence, surveillance, and reconnaissance  
 JIPOE—joint intelligence preparation of the operational environment

OE—operational environment JPP—joint planning process MOE—measure of effectiveness MOP—measure of performance

The assessment process is continuous. Throughout JPP, assessment provides support to and is supported by operational design and operational art. The assessment process complements and is concurrent with JPP in developing specific and measurable task-based end states, objectives, and effects during operational design. These help the staff identify the information and intelligence requirements (including CCIRs). During execution, assessment provides information on progress toward creating effects, achieving objectives, and attaining desired end states. Assessment reports are based on continuous situational awareness and OE analysis from internal and external sources and address changes in the OE and their proximate causes, opportunities to exploit and risks to mitigate, and recommendations to inform decision making throughout planning and execution. (Draft JP 5-0, p. VI-12)

**See ATP 5.0.3, 7 FEB 2020, Appendix A, Connecting Outcomes to Indicators Model for a detailed explanation of how to approach the development of indicators that will allow for an accurate assessment of the desired outcomes.**

## Appendix H

### Conceptualizing Principles in Operationalizing Women, Peace, & Security (WPS)

Inspired from United Nations Security Council Resolution 1325 (2000) on the meaningful participation of women in peacebuilding that addressed the disproportionate impact armed conflict and crisis has on different genders, in 2017, the United States passed the Women, Peace, and Security (WPS) Act to advance the position of women as agents of change in conflict and developing nations. After the U.S. government released a Strategy on WPS to implement this law in 2019, several federal agencies (including Department of State, Defense and Homeland Security, and the Agency for International Development) each published implementation plans in June of 2020. Below is a cross-walk of the Global WPS Principles WPS Strategy Lines of Effort, and the Department of Defense (DoD) Equities Supporting WPS Principles. (Source: DoD WPS Strategic Framework and Implementation Plan, June 2020, page 9).

GLOBAL	NATIONAL	DEPARTMENTAL
<p style="text-align: center;"><b>WPS PRINCIPLES</b></p> <ul style="list-style-type: none"> <li>▶ Participation of women in peace and security</li> <li>▶ Protection of women and girls from violence</li> <li>▶ Inclusion of women in conflict prevention</li> <li>▶ Equal access to relief and recovery before, during, and after conflict and crisis</li> <li>▶ Protection of human rights</li> <li>▶ Equal application of the rule of law</li> <li>▶ Incorporation of a gender perspective into peace and security efforts</li> </ul>	<p><b>WPS Strategy LOE 1 directs the Department to:</b></p> <ul style="list-style-type: none"> <li>- Seek and support women’s meaningful participation in military decision-making processes, disaster preparation and response, and stabilization.</li> <li>- Increase the meaningful participation of women in partner nation security sector initiatives, including programs on the rule of law and within professional military education.</li> <li>- Lead by example through inclusion of American women in U.S. efforts abroad.</li> <li>- Leverage relevant analysis and indicators, including the collection of sex-and-age-disaggregated data, to identify and address barriers to women’s meaningful participation.</li> </ul> <p><b>WPS Strategy LOE 2 directs the Department to:</b></p> <ul style="list-style-type: none"> <li>- Promote the protection of women and girls’ security, human rights, and access to aid with governments and regional or other security sector forces, as appropriate.</li> <li>- Address security-related barriers to the protection of women and girls.</li> <li>- Prioritize efforts to prevent and respond to sexual exploitation and abuse.</li> <li>- Provide women and girls with safe and equal access to humanitarian assistance.</li> <li>- Empower women as partners in preventing and combatting terrorism.</li> </ul> <p><b>WPS Strategy LOE 3 directs the Department to:</b></p> <ul style="list-style-type: none"> <li>- Adjust its international programs to improve outcomes in women’s equality and empowerment.</li> <li>- Train DoD personnel on the needs, perspectives, and security requirements of men and women; protecting civilians from violence, exploitation, and trafficking in persons; and international humanitarian law (IHL) and international human rights law (IHRL).</li> <li>- Apply gender analyses to improve DoD program design and targeting.</li> </ul> <p><b>WPS Strategy LOE 4 directs the Department to:</b></p> <ul style="list-style-type: none"> <li>- Encourage partner nation governments to adopt policies, plans, and capacity to improve the meaningful participation of women in processes connected to security and decision-making institutions.</li> <li>- Work with partner nations to remove legal, regulatory, and structural barriers faced by women in defense and security sectors.</li> <li>- Assist partner nations in increasing opportunities for women to serve in security sector forces, including peacekeeping and military organizations, by developing their technical and professional competencies.</li> </ul>	<p style="text-align: center;"><b>DoD EQUITIES SUPPORTING WPS PRINCIPLES</b></p> <ul style="list-style-type: none"> <li>▶ Diversity &amp; Inclusion</li> <li>▶ Gender Integration</li> <li>▶ Inclusive Leadership Development</li> <li>▶ Professionalization of Partner Nation Armed Forces</li> <li>▶ Recruitment &amp; Retention</li> <li>▶ Sexual Harassment &amp; Assault Prevention</li> <li>▶ Sexual Exploitation &amp; Abuse Prevention</li> <li>▶ Gender-Based Violence Prevention</li> <li>▶ Protection of Civilians</li> <li>▶ Protection of Children Affected by Armed Conflict</li> <li>▶ Countering Trafficking in Persons</li> <li>▶ Humanitarian Assistance &amp; Disaster Relief</li> <li>▶ Countering Violent Extremist Organizations</li> <li>▶ International Humanitarian Law</li> <li>▶ International Human Rights Law</li> <li>▶ Protection of Cultural Property</li> </ul>

Figure H-1: DoD Women, Peace, and Security Strategic Framework

The DOD WPS Strategic Framework and Implementation Plan (June 2020) lists the following Defense Objectives (DOs) and Intermediate Defense Objects (IDOs):

- DO 1: The DoD exemplifies a diverse organization that allows for women's meaningful participation across the development, management, and employment of the Joint Force.
- IDO 1.1: DOD recruitment, employment, development, retention, and promotion efforts are informed by WPS initiatives to ensure a diverse and inclusive fighting force.
- DO 2: Women in partner nations meaningfully participate and serve at all ranks and in all occupations in defense and security sectors.
- IDO 2.1: DoD supports women's meaningful participation with partner nation defense and security sectors.
- DO 3: Partner nation defense and security sectors ensure women and girls are safe and secure and that their human rights are protected, especially during conflict and crisis
- IDO 3.1: DoD works with partner nation defense and security sectors to help strengthen their understanding of and commitment to international humanitarian law and international human rights law

Given the above, it is imperative to consider a gender perspective within strategic, operational and tactical planning to maximize understanding of the operating environment and the potential risks or opportunities involved. Below is a sample of how one might apply PMESII-PT in Joint operations to four areas underlying concepts within WPS:

As part of the Joint Planning Process, a cultural or gender subject matter expert (SME) may engage to assist each staff section in applying a gender perspective. This SME may be called a Gender Advisor (GENAD) or a WPS Advisor and may network with Gender Focal Points (GFP) or WPS Focal Points within each staff section. Below is a snapshot example of what each functional staff (special staff also apply) section may consider when conducting a gender analysis. (Source: Smart Book, COL Oswald-Hrutkay)



**PMESI-PT/GP4 GENDERED SECURITY ANALYSIS TOOL**

**INSTRUCTION:** Assess the security environment for each gender by crosswalking the operational variables of political, military, economic, social, information, infrastructure, physical environment, time (PMESI-PT) with the gendered security principles of gendered perspective, prevention, protection, participation (GP4). This table defines 32 aspects of gendered security in an operational environment.

Perspective	Political	Military/Police	Economic	Social	Information	Infrastructure	Physical Environment	Time
<b>Political Perspective</b>	Distribution of power and responsibility at all levels of governance.	Forces and capabilities of the national military, paramilitary and police forces.	Individual and group behaviors related to producing, distributing, consuming resources.	Cultural, religious, ethnic makeup of a society and its members' behaviors, beliefs, values, customs.	Nature, scope, effects of individuals and systems that use, collect, process and disseminate info.	Facilities, services, and installations needed for development & function of a community/society.	Ecosystem/geographic area's plants, animals, soil, water, air, sunlight, temperature & climate.	Time use and duration of activities, events, and conditions.
<b>Prevention</b>	<b>Political Perspective</b> Engagement as equals in areas of influence, representation and perspective in law, civic life, decision-making, conflict resolution, and resource distribution.	<b>Mil-Police Perspective</b> Engagement as equals in areas of influence, representation and perspective in the military, paramilitary, and police forces.	<b>Economic Perspective</b> Engagement as equals in areas of influence, representation and perspective in economic and livelihood empowerment of finance, agriculture, industry, etc.	<b>Social Perspective</b> Engagement as equals in areas of influence, representation and perspective in family, society, culture, and religion.	<b>Information Perspective</b> Engagement as equals in areas of influence, representation and production and access of information.	<b>Infrastructure Perspective</b> Engagement as equals in areas of influence, representation and infrastructures that provide for health, well-being and care of common resources.	<b>Environment Perspective</b> Engagement as equals in areas of influence, representation and perspective in the physical environment that provides for health and well-being.	<b>Time Perspective</b> Engagement as equals in areas of influence, representation and perspective in the use of individual time.
<b>Prevention</b>	<b>Political Prevention</b> Equal access to justice and political power through voting, and decision-making.	<b>Mil-Police Prevention</b> Equal access to military and police institutions with established norms, rules, and jobs that uniformly engage people.	<b>Economic Prevention</b> Equal access to jobs, loans, financial services, property rights, legal services, representation for sustainable incomes and livelihoods.	<b>Social Prevention</b> Equal access to family, social, cultural & religious services to act on issues of own importance; and special access to sexual assault counselors, maternal health.	<b>Information Prevention</b> Equal access to literacy, information, knowledge, print media, TV, radio, internet; telecom and gender sensitive information to include early warning alerts.	<b>Infrastructure Prevention</b> Equal access to sources of food, water, sanitation, hygiene, health, energy, education, utilities, transportation and communication.	<b>Environment Prevention</b> Equal access to the ecosystem's benefits of food, freshwater, fiber, shelter, medicine, fuel, pest & disease control, and spiritual, cultural & recreational uses.	<b>Time Prevention</b> Equal access to paid productive time and unpaid reproductive time to maintain domestic life and to bear and rear children.
<b>Protection</b>	<b>Political Protection</b> Equal protection under all laws, rules and regulations.	<b>Mil-Police Protection</b> Equal protection for safety & security; and protection from harassment, assault, coercion, exploitation, crime and trafficking.	<b>Economic Protection</b> Equal protection as consumers and merchants in bazaars, markets, businesses.	<b>Social Protection</b> Equal protection in society, culture and religion; and special protection from infanticide, child marriage, intimate partner violence.	<b>Information Protection</b> Equal protection to use and manage personal, private and public information.	<b>Infrastructure Protection</b> Equal protection in the use of publically provided infrastructure and in public places and refugee & internal displacement camps.	<b>Environment Protection</b> Equal protection using ecosystems and equal protection from diseases and climate impacts on health and well-being.	<b>Time Protection</b> Equal protection of individual time for engagement in and access to the family, society, governance, economy, and security.
<b>Participation</b>	<b>Political Participation</b> Equal participation in elections, governments, councils, meetings, and capacity to change policies, practices, and institutions.	<b>Mil-Police Participation</b> Equal participation in military, paramilitary, and police forces.	<b>Economic Participation</b> Equal participation in economic and financial institutions.	<b>Social Participation</b> Equal participation in families, communities, schools, places of worship.	<b>Information Participation</b> Equal participation in information agencies.	<b>Infrastructure Participation</b> Equal participation in services, development and construction.	<b>Environment Participation</b> Equal participation in ecosystems and benefit distributions.	<b>Time Participation</b> Equal participation in paid productive time & unpaid reproductive time to maintain domestic life and to bear and rear children.

Source: James M. Minnich, "Societal Violence against Women and National Insecurity: The Need for Gendered Security," in Alexander L. Vuving, ed., *Hindsight, Insight, Foresight: Thinking about Security in the Indo-Pacific* (Honolulu, HI: Daniel K. Inouye Asia-Pacific Center for Security Studies, 2020).

Figure H-2 (James M. Minnich, "Societal Violence against Women and National Insecurity: The Need for Gendered Security," in Alexander L. Vuving, ed., *Hindsight, Insight, Foresight: Thinking about Security in the Indo-Pacific* (Honolulu, HI: Daniel K. Inouye Asia-Pacific Center for Security Studies, 2020).

a. C/J 1

i. Manning

1. Ensure deploying force has a Gender Advisor/Gender Focal Points at appropriate levels.
2. Ensure deploying force has sufficient trained servicewomen to fulfill military tasks e.g.
  - a. Female searchers, Interpreters, Medics
  - b. Female Engagement Teams
  - c. Mixed Engagement Teams
3. Ensure deploying force has enough service members in each unit trained and aware of how to respond to incidents of sexual and gender-based violence and the presence of child soldiers?

ii. Discipline

1. Ensure service members are trained on standards of behavior when interacting with the local population. This can include considering gender differences within the defense and security sector, such as national servicewomen.
2. Clear rules to be issued placing brothels and prostitutes off limits.

iii. Medics

1. Ensure female medics are part of Force establishment.
2. Ensure medics are trained in outreach programs in support of Information Operations.
3. Include training on how to respond to victims of sexual and gender-based violence.
4. Are trained in the appropriate access and use of 'rape kits.' C/J 2

iv. Human Terrain

1. Availability of female interpreters, interrogators, and handlers.
2. Does the staff and component commands recognize the need to engage with local women as well as men for HUMINT and Counterintelligence?

3. Readiness of C/J 2 trained servicewomen to deploy.
4. Inclusion of local women when conducting background checks on selection for local militia (local women more likely to identify corrupt and criminal individuals unsuitable for task of local policing).

b. C/J 3

i. Combined/Joint Effects and Information Activities

1. Understand the role of women in society (positive influence for women likely includes the family).
2. Understand that there are ways to work with cultural traditions that place the role of women in the private sphere only.
3. Understand that human rights of individuals are more important than cultural norms which may subjugate women and violate children.
4. Information operations to target women as well as men. One example is Key Leader Engagements. Patrolling (proactive, diverse, trained)
5. Include Female (or mixed) Engagement Teams on patrols.
6. Include females as gender sensitive searchers and intelligence gatherers.
7. Include females to model balance in male/female positive dynamics.
8. Include females to potentiate a less hostile presence.
9. Include females capable of engaging MWBG.

ii. Military Police

1. MPs are to understand their apprehension and detention authorities including reporting procedures regarding sexual and gender-based conflict (e.g. abuse, rape, and mistreatment of children).
2. MPs are to understand the powers of detention regarding sexual and gender-based violence in conflict.
3. MPs are to be familiar with International Criminal Court report paperwork to increase the rate of prosecution where rape has been used as a weapon of war.

4. MPs are to know which agencies are operating in the local area who can support sexually abused survivors and children.

#### iv. Internally Displaced Persons (IDPs)/Refugees

1. In unsecure areas, adapt plans for foot and vehicle patrols to coincide with health and welfare activities such as food and water collection.
2. Ensure lighting and locks for camp perimeters account for differences between genders (including women and girls) for safe freedom of movement in areas of health, welfare and hygiene.
3. Adjust allocation of humanitarian assistance based on separate queuing for women and men. C/J 4

#### iii. Contracts

1. Consider employing local female as well as male contractors for commercial activities.
2. Consider local women's markets for contracts.
3. Ensure that contractors selected treat staff appropriately and are sensitive to gender discrimination policies. C/J 5

#### iv. Diversity.

1. Male-only planning cells are unlikely to adopt gender mainstreaming and may rely on traditional views of security; ensure servicewomen are included in planning meetings.
2. Ensure female combatants and child soldiers are included in DDR programs (housing/education/work opportunities).
3. Ensure planning factors include deploying servicewomen and female interpreters for addressing female combatants entering DDR programs.

#### v. Security Sector Reform Policies and Programs Ensure recruitment and training programs consider diverse perspectives including women.

1. Ensure training programs include service women (to train local women nationals) as cultural sensitivities apply. Ensure military operations appropriate and account for safe available accommodations in support of the different health and welfare needs of MWBG. Post-conflict negotiations.
2. Ensure peace negotiation policies include diverse perspectives

and ways of including local women in the talks and political agreements.

3. Ensure women's perspectives are included across all phases of the negotiation process. Internal Displaced Persons (IDPs)/ Refugees
4. Ensure policies regarding IDPs/refugees include diverse perspectives for the safe and secure accommodations of the different needs of MWBG.
5. Ensure military support planning within and around the camps includes gender consideration for differing needs and movement of MWBG.

c. C/J 7 Training

1. Military capacity building/training of host nation security forces to include briefs on Rule of Law and Human Rights.
2. NATO troops to receive gender awareness training.
3. Ensure Joint personnel involved in contracting maintain annual training in combating trafficking in humans with consideration of contracting overseas.

d. C/J 8 Budget Allocation.

1. Funding to be sought out and made available for projects engaging local women.
2. Ensure funding is available for female interpreters in contracting programs.

e. C/J 9 Civil Military Cooperation

1. Ensure that liaison with state actors and civil state actors includes groups representing women and children's security and welfare.
2. Women's initiatives to be considerate as well as traditional projects.
3. Before deploying establish communications with organizations in country, that respond to sexual based violence and are concerned with children's welfare.

Below is another sample of how one might use the above PMESII-PT analysis to apply a **simplified operational approach overlay for planning integration.**



# Gender Perspectives

**Concept of Implementation:** Integrate Gender Perspectives and support organizations into operations, including strategic communications, non-kinetic targeting, rules of engagement, targeting directives, and human terrain analysis. Align activities which address the disproportional impact of conflict on women and children and exclusions of women from peace processes.

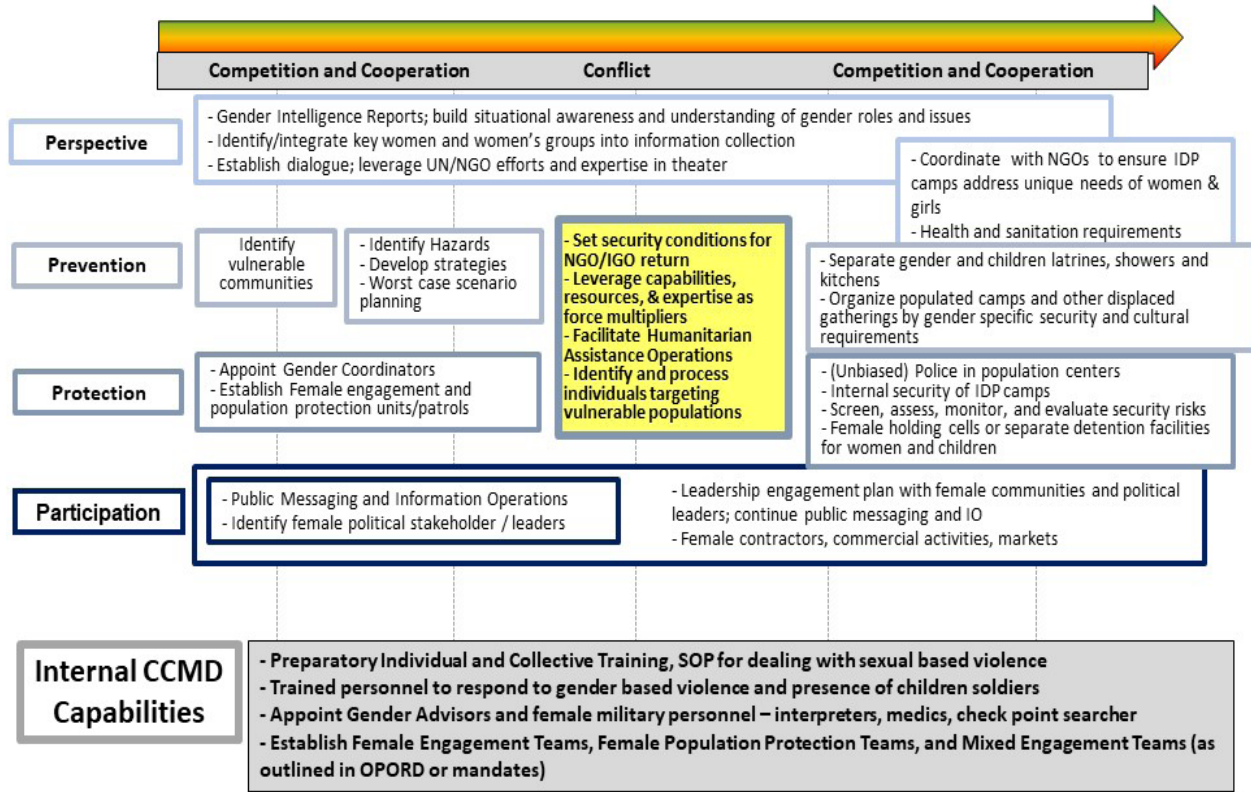


Figure H-3 (Amy Sheridan, Australian CRCG for Talisman Saber 2015, revised by MSG Vince Lowery, US Army, I Corps G9 Senior Operations Sergeant Major and Gender Advisor for Talisman Saber 2017).